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THE SHELDON SCHOOL
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TALKING POINTS
AND
SELLING ARGUMENTS

Being Six Hundred
Answers to Objections that Salesmen Commonly
Meet in Selling Goods

BY
W. C. HOLMAN
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PREFACE.

ALL business is carried on with talk, spoken or written, and the vital question to every business man is, "What shall I SAY?"

The salesman asks, "What shall I SAY to secure interviews, convince prospects, land orders?" The credit man asks, "What shall I SAY to refuse this customer longer terms without offending him?" The correspondent asks, "What shall I SAY to answer this kicker whose goods arrived damaged?"

Writers of books have told credit men, salesmen, correspondents, managers and employees in all positions that they should be smooth, tactful, clever, convincing or persuasive in their talk; but have never shown them any examples of such talk.

One actual piece of tried and tested talk—one model argument that will suggest to the business man good ideas in writing or talking arguments —one answer to an objection that will give a salesman definite ideas in convincing customers and winning orders—is worth more than a vast deal of theoretical instruction.

In all time only one diamond as big as a man's fist has ever been found, but that diamond is worth three million dollars. In all the world of business

books and courses of instruction, there has never been, until this volume was issued, any matter printed that contained actual business talk from which business men could secure ideas and suggestions to use in getting up their own talk.

While this book was intended, when its idea was conceived five years ago, to be a book for salesmen, the editor found in collecting arguments from salesmen that he was receiving a great many arguments that were of suggestive value to men in all lines of business. The salesman in a territory represents all departments of his house. The customer or prospective customer who has a grievance against the credit department or the shipping department or the correspondence department, airs this grievance to the salesman and urges it as a reason why he will not buy or do any further business with the house. The salesman as representative of his house in the territory is obliged to talk for all departments of the business, and to make the same kind of answer to objections that are continually being written by all of these departments.

A great number of the arguments in this book are of this kind. Men in all lines of business will find them of direct suggestive value in getting up their own letters and talk.

A PERSONAL WORD TO SALES MANAGERS

A salesman sells goods with his selling talk. A dumb salesman could sell nothing. It is what a salesman says to a prospect more than anything else that determines whether he wins or loses. According to the strength or weakness of his arguments he walks out of the prospect's presence with the coveted order or goes away defeated.

Some salesmen know the best answers to some objections—some know the best answers to others. No single salesman in your concern has as many strong arguments as you would have if you collected the best arguments from each man in your concern. If you could induce each of your salesmen to contribute his three or four strongest arguments to a general collection, that collection would be many times as strong as the selling talk of any individual salesman.

Now go a step farther. There are a vast number of objections that are commonly met by salesmen of all concerns. If you should collect the best answers known to the best salesmen in all of the hundreds of other concerns you would have a tremendous battery of selling talk—hundreds of times as strong as the selling talk of any individual salesman in your concern.

It would take you five years to make such a collection. Think of the thousands of salesmen you would have to interview, or correspond with, or meet at conventions of their concerns. Think of the time you would have to spend in talking with them—drawing them out—inducing them to give you their star arguments. Think of the cost to you of all this time and labor. You would have to issue a publication like my magazine, SALESMANSHIP, to get in touch with salesmen in all lines, win their confidence, make yourself known to them and secure their assistance.

I have done all of this work for you. For five years I have patiently and persistently interviewed and corresponded with star salesmen and sales managers connected with hundreds of concerns. I have made notes on all they have told me—collected their best arguments and set them down in writing, keeping as closely to their words as my memory would enable me to do. I could afford to spend this time and do all this work because, now that I have the work completed, I shall sell it to thousands of salesman and concerns. You could not afford for a moment to do it for the salesmen of your single company.

Why not give your men the benefit of the best selling brains and resources in the selling world? Why not put at their disposal these 600 star arguments, which are in substance if not in actual phraseology the best talk used by the best salesmen in the country.

One actual argument that will secure an inter-

view for a salesman or convince a prospect and land an order—one single star argument that can be used by a salesman over and over again—is worth hundreds of dollars in actual cold, hard money.

Often a salesman makes his entire living out of a dozen conclusive arguments that he has worked up for use. Think how any salesman can increase his selling power by making use of this tremendous battery of 600 irresistible arguments!

A chemical formula written on the back of an envelope may be worth a fortune; a few figures giving the combination to a safe may unlock a door with millions behind it. Every page of this book contains a selling formula that each of your salesmen can coin into ready money. Every one of these 600 arguments opens a door that will lead each of your salesmen to more sales and more commissions—more profit for his house.

You could well pay, if you had to, $500 to put this work into the hands of each of your men. You would get that amount back very quickly in increased sales. But the cost to you is very slight. You can give your salesmen this collection of actual selling arguments—coinable the first day into ready money, and every day thereafter for years to come—at a trifling expense.

Write to me today for particulars.

W. C. HOLMAN,
200 Monroe St., Chicago.

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HOLMAN'S TALKING POINTS

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1 A.—"I AM TOO BUSY TO TALK WITH YOU."

"All the men I approach, Mr. Blank, are busy men. I would be a foolish salesman if in the face of a man's objection I persisted in asking for some of his time unless I knew I had something that would be of value to him. You have objected to giving me any time. It would do me no good whatever to persist in asking you for any time if I did not absolutely know that after you had given it to me you would be glad you had done so. If I waste your time, there is no possibility of my making a sale to you. I know that you will not consider it wasted, busy as you are, after you have heard my proposition. Nothing else but this knowledge would induce me to persist in asking you for five minutes' time. Will you give it to me?"

---

1 B.—"I AM TOO BUSY TO TALK WITH YOU."

"Mr. Blank, you have men on the road selling your product. In order to make sales they simply

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must get interviews. You instruct them to go after interviews. You believe in your merchandise. You know it will pay firms to handle it, and think it a great hardship when one of your men is turned down without a hearing. Just as much as you believe in your company's products, I believe in mine. Just as much as you have confidence in your salesmen, my firm has confidence in me. All I ask is that you grant me the same courtesy you would want another firm to extend to one of your men. Just as a firm that refused to grant your salesman an interview and would not allow him to explain what he had to sell would be making a mistake, so you are making a mistake if you turn me down without a hearing."

---

1 C.—"I AM TOO BUSY TO TALK WITH YOU."

"Mr. Blank, my time is valuable as well as yours. You can't afford to waste time; neither can I. I have come a long way to see you. My firm sent me here because they believe for a certainty that the line will be a profitable one for you to handle. Just suppose that you yourself went out selling a line or article on which you absolutely knew there was a big profit certain to accrue to the buyer. Suppose the man you approached said to you: 'I am too busy to see you.'

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Wouldn't you say, 'There is a man who is passing up a money making opportunity.' You would know for a certainty that he would make money by listening to you, and lose money by refusing to grant you a hearing. That is identically my case, Mr. Blank. I absolutely know that my proposition is so good that it will pay you to make time to look into it."

---

1 D.—"I AM TOO BUSY TO TALK WITH YOU."

"Mr. Blank, when I go into one of Chicago's or New York's biggest department or mail order houses, the buyer always gives me an audience. He couldn't afford to do it if it didn't pay him—if my errand was not of vital interest to him. These big firms know how necessary it is to keep in touch with progress and continually buy the latest goods. I represent progress, and can prove in three minutes, if you give me the chance, that it will pay you just as much to give me a hearing as it pays the city firms to do so. The reason why the large mail order houses and department stores make so much money is that all the time they are offering the newest and latest goods on the market. I have some of these lines to show you. You do not have to buy them, of course, but it will pay you to look them over."

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1 E.—"I AM TOO BUSY TO TALK WITH YOU."

"Mr. Blank, when you receive a telegram, you take time to open it and read it, don't you? It may contain news of such importance that you can't afford not to open it and investigate. You don't know till you open it. Regard this grip of mine as a telegram. You don't know what news of value or importance to you I have unless you let me open up. It costs but 2 cents to mail you a letter and perhaps 40 cents to send you a wire. It costs me more to visit this store than to send you a thousand letters or many telegrams. Would I go to all this expense if I didn't know I had a message that you would admit was important after you had heard it? Mr. Blank, I submit it is bad business to throw a letter or telegram into the waste paper basket without looking at it. Yet if you turn me down without a fair hearing, is not your action much of the same type?"

---

1 F.—"I AM TOO BUSY TO TALK WITH YOU."

"Mr. Blank, five minutes spent with me will mean several hundred (or several thousand) dollars in your pocket in the future, and I can prove it right here and now. If your time is worth $10 per hour, the five minutes you give me will cost you less than 75 cents, and in that time I will

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prove that I can offer you an opportunity to make several thousand per cent on your investment. There is a big profit to be gained through handling my line. If you stood outside an immense warehouse of the best selling goods in the world and had the time to go in, select and choose just what goods you wanted to buy, how quickly you would enter! Instead of your having to go to the warehouse, I have brought it to your doors. In my grip are samples of the very cream of our bargains. The line I carry is unusually good, attractive and up-to-date. Why not take a look at what I've got?"

---

1 G.—"I AM TOO BUSY TO TALK WITH YOU."

"Mr. Blank, if you are very busy, then you are just the man I want to see. Busy men are the men doing the big things and they are always most eager for up-to-date ideas, methods and goods. You, like myself, prefer to deal with busy people. If you had said you had all day to talk to me, I would not have been so anxious to see you. My firm only wants me to connect with live wires,—go-ahead, busy merchants, like yourself, who appreciate the value of time."

---

2 A.—"I WILL TURN YOU OVER TO SOME ONE ELSE."

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"Mr. Blank, suppose you received a letter marked 'Personal and Confidential.' Would you allow any casual subordinate to open it? The message I have was intended for your ears alone; it is something which it will pay you to listen to; what I have to say to you is not a matter for other people to decide on.

"Suppose you sent a salesman out to make a personal proposition to a man; suppose he said to your representative, 'I'll turn you over to one of my employes.' Suppose your representative were to come back to you saying he had not delivered your message as you requested. What would you tell him? Wouldn't you say: 'Why didn't you tell the man that the message was intended for his ears alone—not for some one else? Why didn't you follow my instructions?'

"That is exactly my position here. My instructions are to see the head of the firm, as only the head of the firm can appreciate or pass on what I have to say."

---

2 B.—"I WILL TURN YOU OVER TO SOME ONE ELSE."

"Mr. Blank, the instructions of my firm to me were to see you yourself regarding this matter. It is a matter of vital importance to your business. If you will grant me but five minutes I can prove that every minute spent with me will be a good investment.

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"I want you to hear me, Mr. Blank, because you will understand this matter as nobody else in your employ could. You are in a position to appreciate the proposition I have to make much more satisfactorily than a subordinate. You understand this business better than any one else, know just how money can be saved when the way is pointed out, can view the matter from the right angle and can act immediately if you see that it is wise to do so. I ask only a few moments of your time."

---

2 C.—"I WILL TURN YOU OVER TO SOME ONE ELSE."

"Mr. Blank, you are the man I came to see. My proposition is intended for your ears alone and it will be directly to your interest to grant me a hearing. The result will be increased profit to you, and I can prove it right here and now. You, and you alone, can understand aright the proposition I have. I know that your time is extremely valuable, and I will cut my message short. If you went into a store and the only man who could wait on you satisfactorily said to you, 'I'll turn you over to some one else,' wouldn't you reply, 'I came here to see you; you are the only man who can give me satisfaction and do justice to your house in considering this matter'?

"That is exactly my position with you. Give

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me but a few minutes and I can prove that your time will be exceedingly well spent."

---

3 A.—"I HAVE NO INTEREST IN YOUR PROPOSITION."

"Mr. Blank, out of seven men whom I have sold today, five began by telling me that they had no interest in my proposition. That was because they did not understand it. But when they gave me an opportunity to explain to them just what my proposition was they found that it *did* have points of interest which they had not expected. I do not wish to be insistent or to annoy you, but I meet that statement, 'I have no interest,' so universally—so many of the men who buy from me begin by saying that to me—that I feel sure each time a man tells me that that he is mistaken. Sometimes I am wrong, and I find that after all they have no interest in my proposition. Then I do not waste their time by trying to talk about it. But in justice to yourself I think you ought to let me have three minutes to explain what my proposition is."

---

3 B.—"I HAVE NO INTEREST IN YOUR PROPOSITION."

"If your banker in whom you have confidence should come to you and say, 'I have an absolutely

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safe investment here which will pay you 15 per cent on your money,' would you turn him down without permitting him to say a word more? Now, I have a proposition which will pay you more than 15 per cent on your investment. I don't ask you to take my word for it—merely ask you to investigate. Many business men have written us that it has paid them from 25 to 50 per cent—has often paid for itself the first year (or the first six months or the first two months). All I ask is a brief investigation, and if after a few minutes you do not decide that my proposition will save you money I certainly cannot expect you to buy."

---

3 C.—"I HAVE NO INTEREST IN YOUR PROPOSITION."

"I believe you would be interested, Mr. Blank, if you gave me three minutes of your time. More than ..... thousand other business men have bought this device, and they all began by saying they were not interested, just as you have done. They bought it because they found after investigating it that it would save them money. I am sure that as a business man you do not wish to turn down a proposition which will make you money without even investigating it. I want you to hear the evidence and then I'll leave it to your judgment, of course, to decide whether or not you want it. But can you afford to turn down

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without investigation a proposition that ..... thousand other business men, situated just as you are, have bought for the sole reason that it made them money?"

---

3 D.—"I HAVE NO INTEREST IN YOUR PROPOSITION."

"I do not expect you to have any interest in it at present, Mr. Blank. But I believe it would not take me more than three minutes to get you very deeply interested. There is no earthly reason why you should be interested in it if I can't show you that it will make or save you money in your business. In three minutes' time I can give you facts enough to show you that you would make a mistake in not learning all about it. If I cannot do this in three minutes I shall not expect you to give me further time. Will you give me only that much time?"

---

3 E.—"I HAVE NO INTEREST IN YOUR PROPOSITION."

"Mr. Blank, you might say to a firm like Marshall Field & Co., 'I have no interest in your firm or business; it doesn't touch me at any point.' But suppose, Mr. Blank, you were offered a partnership in such an enormous concern. Your interest in it would develop immediately.

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"You will acquire an interest in our proposition and practically become a partner in our firm by handling our line. Our proposition offers peculiar advantages to dealers, if you will let me explain it.

"You might as well have the profits as let some other dealer in this town take them. Thousands of dealers in this country are making large amounts of money by handling our goods. We don't expect you to take any interest in our proposition so long as you make no money out of it; but if I can absolutely prove that you can make money by handling it, it will have an interest for you, will it not? Well, I can do it if you give me the chance."

---

3 F.—"I HAVE NO INTEREST IN YOUR PROPOSITION."

"That is simply because you do not understand it aright, Mr. Blank. If you knew the amount of profit it offers you, you would certainly take an interest in it.

"You cannot know what a thing is, Mr. Blank, until you have looked into it. Thousands of men have stumbled across things that have made them millionaires because they possessed open minds. They did not turn a card down before they knew its value.

"Our proposition, Mr. Blank, is a gold mine if

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properly worked. Thousands of dollars are being made out of it by other dealers, and surely what other men do you can do also.

"You have no interest in my proposition, Mr. Blank, because you do not understand it fully. Let me show you what it is."

---

3 G.—"I HAVE NO INTEREST IN YOUR PROPOSITION."

"If you will permit me to say so, Mr. Blank, I realize that you have no interest in it because as yet you have not had an opportunity to know exactly what my proposition is. I have no intention whatever of wasting your time and you would be very foolish to permit me to waste any of it. I can state my proposition to you in a very few minutes, and you can then decide whether it appeals to you or not. You will pardon my saying it, but you don't know what I have to say to you before I have said it, nor just what I have to offer you before I have made my offer. It will take me only a very few minutes to lay the proposition before you."

---

4 A.—"I HAVE MORE IMPORTANT THINGS ON HAND."

"May I ask, with all deference to your opinion, what is your basis of comparison, Mr. Blank?

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"If what you will be doing for the next five minutes will net you a certain sum, and I can show you a chance to make several times as much profit, won't it pay you to grant me that short space of time? I can absolutely prove to you that I can save you much more than $200. Is that worth ten minutes of your time?

"The time of an employer like yourself is extremely valuable, Mr. Blank; I know that. I realize that you don't do office boy's work, nor waste a minute on unimportant things. You invest your time where it will yield the biggest returns. I ask you to spend a few minutes in looking at my article. Every minute spent is an investment that will richly repay you. But you can judge nothing, Mr. Blank, until you know my proposition. All I want is your examination of a profitable, money-making opportunity."

---

4 B.—"I HAVE MORE IMPORTANT THINGS ON HAND."

"Mr. Blank, can you really be sure of that when you don't know how important my proposition is?

"Suppose you sent for a salaried man who was busy, to offer him another position, and he wouldn't listen to you, saying he had more important things on hand—what would you reply? A man who turns down without investigation a

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chance to make money is making a mistake, whether he be an employe or an employer like you.

"I have walked into places like yours, Mr. Blank, and have been told that the proprietor had more important things on hand than to see me; yet before I left the store he had concluded that it paid him handsomely to give me a few minutes' time. We are getting thousands of repeat orders from all over the country every day on our line. We couldn't do that if we were not giving ample satisfaction—if we weren't making money for merchants. Why not let me show you what I've got?"

---

4 C.—"I HAVE MORE IMPORTANT THINGS ON HAND."

"Mr. Blank, thousands of business men have said that to men who came to offer them opportunities and afterwards learned that what they judged of little importance had really been weighted down with money-making or money-saving possibilities.

"There are some big business men I know in New York and Chicago, Mr. Blank, who resolutely set aside a short time every day to investigate new things. They know that somewhere during the past month or year new inventions have been made, new business appliances or methods have been worked out—that what was thought modern yesterday may be out of date today.

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"Look at my article, Mr. Blank, listen to my offer, and you will find that it will pay you to investigate. Three minutes is all I ask to prove that I have a proposition worth your while."

---

5 A.—"I CAN'T SEE YOU TODAY."

"Mr. Blank, would you say that to a customer who came into your store? You have one of your clerks hasten to greet her. That is good business. She comes to add to your profits. Every customer that enters this store represents a live, money-making opportunity to you, and you welcome her. Yet, Mr. Blank, I too represent a live, money-making opportunity. You can make much more money out of what I offer you than you could from hundreds of customers. In fact, my proposition is to aid you to get hundreds of customers. The only necessary thing is that you give me a little time. I can prove my statements absolutely."

---

5 B.—"I CAN'T SEE YOU TODAY."

"The little time, Mr. Blank, that it will take for me to explain my proposition you will never miss. If you knew that I came to pay a bill of $50 you would consider it worth while to meet me if that was the only way you could collect the bill. In reality I am bringing you the cash equivalent of much more than $50 in the profits you can get

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from handling my line. But if you don't see me you can't secure those profits. The minutes you spend with me today, Mr. Blank, will mean dollars in your pockets every day for months to come. Spend a few minutes in looking over my samples and you will agree that I have underestimated rather than overestimated the opportunity I offer you."

---

6 A.—"WHAT! YOU HERE AGAIN?"

"I am back again, Mr. Blank, after your turn-down, because I absolutely know that my proposition is vitally important to you—because I am sure that if you were to take time to understand it in all its bearings you'd realize that fact yourself. I am persistent only for one reason—because I know that it is as much to your interest as mine, if you only realized it, to HAVE me persistent.

"If a lady were to make a number of purchases in this store, paying spot cash for them, you wouldn't say to her if she came back an hour later, 'What! You here again?' You would be glad to see her, because she would be bringing you more profits. Mr. Blank, my presence here means more profits for you if you will only let me explain my offer. If I didn't have a proposition that would pay you I would not have the courage to come back. But I *know* it will pay you beyond all question, because it has paid so many other business

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men facing exactly similar conditions. I can't be satisfied until you really know and understand my proposition. Why not give me a fair chance to go into this matter with you?"

---

7 A.—"NO TIME TO LOOK AT YOUR GOODS."

"Mr. Blank, if you received a letter you wouldn't throw it away without reading it. Even if you were very busy you will admit that it wouldn't cripple your business if you took the minute or two necessary to read that letter.

"No proposition on earth, however profitable, can be understood if it is not explained. No goods would be sold anywhere either by your firm or mine unless some time were devoted to listening to propositions. I ask you to spend only a few moments in listening to mine."

---

7 B.—"NO TIME TO LOOK AT YOUR GOODS."

"Mr. Blank, the line I am selling is such that it will *pay you* to take time to glance at it. Blank thousand other retailers have found that handling it means bigger bank balances for them. Like you, however, they were skeptical at first.

"Just look at the matter from your own standpoint. What would you think of a man who should

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say about your store: 'I have no time to look at Mr. Blank's goods. I haven't seen them, but I know I don't want them.' Wouldn't you say: 'How can you know whether you want to buy until you know what I have to offer?'

"Mr. Blank, that is exactly my position with you. You know positively that it will pay customers to deal with you, but they must first look at your line. I know positively that my line will be profitable for you to handle, yet I can't prove my statement unless you look at my samples."

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7 C.—"NO TIME TO LOOK AT YOUR GOODS."

"Mr. Blank, many a man who passes your store thinking that he has no time to look at your goods has his eye caught by something in the window, pauses, comes in and finally finds that he needs what you have. A man remembers what he wants when he sees it in your window or store.

"This grip of mine is a kind of window to an immensely big warehouse full of goods profitable for you to handle. I am the door to an organization with which it will pay you to deal, yet I can't prove it if you won't allow me to show you what I've got.

"More business men have made money through investigating opportunities, Mr. Blank, than they have ever made through refusing to listen to evi-

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dence. Every day there is something new and good on the market, and every day the wise man looks for that thing."

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8 A.—"I'M NOT GOING TO ARGUE WITH YOU. I WON'T BUY AT ANY PRICE."

"Mr. Blank, I do not expect to make a sale here today. I will not persist in trying to sell you against your will. But as we have sold so many thousands of our article and like to know when we lose a sale why we lose it, won't you explain your reason to me? It will benefit me, and I am confident that I have information that will be of advantage to you, even though you do not wish to use my appliance. If you approached a man to sell him an article and he were to make the remark you have just made you'd like to know why he turned you down so hard. It would help you in the future. I have made some blunder in approaching you, and I don't want to make it with another prospect. You will do me a favor if you will tell me where my fault lies."

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9 A.—"NO USE IN LOOKING AT YOUR GOODS, OR LISTENING TO YOU. I KNOW IN ADVANCE I DON'T WANT THEM."

Mr. Blank, if I didn't have a proposition which would be worth your while I wouldn't have the

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nerve to ask for a second of your time. But my proposition is worth your investigation. You could afford to spend a day looking into it—and I ask only a few minutes.

"The largest houses in the world have stated hours for their buyers to see callers, and they investigate every proposition which is brought before them. They don't dare to pass up propositions without looking into them. If only one caller out of five turns out to have a valuable proposition the time spent in seeing the other four callers has not been wasted. And the firm never knows in advance which caller is the man with the valuable proposition.

"My proposition is at present nothing but blue sky to you, simply because you don't understand it. Let me explain it and you will not think me so over-confident in asking for your time.

"It's just a matter of right vision, Mr. Blank. If a clever business man in another line took hold of your business he wouldn't be able to make money at it for a time, simply because he wouldn't know it as well as you do. But you can see profits right now invisible to outsiders. That's because you understand your business. I understand my proposition, Mr. Blank, equally as well as you do not at present. I can show you in the space of a very short time that you can increase your profits through my proposition. I can at least give you some suggestions of value, as I have been calling

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on men in your line—your leading competitors even—for years back."

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9 B.—"NO USE IN LOOKING AT YOUR GOODS OR LISTENING TO YOU. I KNOW IN ADVANCE I DON'T WANT THEM."

"If I thought about my line as you do, Mr. Blank, I would throw up my job immediately; but I know for a fact that there is money in this proposition for you. I sell only to your class of business men, and I have sold hundreds. My concern has sold thousands. If there is profit in it for one business man there must be profit in it for another.

"An astronomer once discovered a new planet through his telescope. Certain bystanders who saw him at work declared there wasn't any such planet. Thereupon he said, 'Look through this telescope and see it for yourselves.' 'No,' they said; 'we know in advance it isn't there, so we won't look.'

"Honestly, now, was the stand they took a logical stand? Examine the proposition from *a fair point of view,* Mr. Blank, and you'll see the big profit you can make."

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10 A.—"I'VE TRIED THIS PROPOSITION BEFORE."

"You must not forget, Mr. Blank, that very

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many improvements have lately been made in the device I am selling. It is vastly superior to what it was when you saw it last. The weak points have been eliminated and the good ones improved and altogether new features added. It will give you satisfaction now. The first models were necessarily crude, but we have perfected the device since then and it has been sold in great quantities and has proven its value absolutely.

"Suppose you state the faults you had to find when you last tried this device. We can then take them one by one. I am absolutely certain they have all been overcome. The perfecting of every time and labor saving device resembles the exploitation of a rich gold mine. At first vast labor is required, but that does not induce the miner to give up. It's much the same with an invention. The inventor knows the splendid ultimate reward awaiting him when he gets his device perfect. Every month since you tried this article it has been improved and bettered in scores of ways. Today blank thousand business men like you are using it to great advantage. It is immensely superior in every way to what it was a short time ago."

---

10 B.—"I'VE TRIED THIS PROPOSITION BEFORE."

"Not my proposition, Mr. Blank. You may have tried one that seemed like it, but I know

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everything in this line on the market and there is no other proposition like this. Don't condemn this because other attempts in this line by other concerns have been poor.

"You may have bought at some time a typewriter or an adding machine which has not given satisfaction; yet you would not think of condemning all makes of typewriters or adding machines because one make turned out to be bad. You have no doubt tried out certain employes who have failed to make good, but you wouldn't conclude that all employes are incapable.

"Other propositions somewhat similar to mine have been poor, but what I offer you is not what you tried before. Other propositions may deserve to be turned down or not—I don't know. But honestly, doesn't this proposition of mine bear the stamp of merit? It is not fair to let your position towards my line and my house be influenced by any experience you may have had with other lines or other houses. Every proposition should be judged on its own merits."

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11 A.—"YOUR PROPOSITION IS AN OLD ONE."

"The fact that a proposition is new does not prove that it is good, and the fact that the general idea of a proposition is old does not prove that it is worthless.

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"Storekeeping, Mr. Blank, is a mighty old proposition; yet many men have made millions out of it in the past, and every year sees many men start in it who will make millions out of it in the future.

"This proposition is being profitably worked all over the country, but because it has been worked for years does not prove that it is worthless. On the other hand, it proves its enduring value.

"Furthermore, Mr. Blank, my proposition, though based on a general idea that has been worked in the past, has many new points of merit. It has been brought right up to date and it will certainly pay you to examine it critically in its latest form.

"Mr. Blank, you can give nothing a fair hearing if you start out with a prejudice in the first place. You can give yourself a square deal only by being fair to a proposition and investigating to find out just what value it will be in your business.

"A close investigation will prove there's money in my proposition for you."

---

11 B.—"YOUR PROPOSITION IS AN OLD ONE."

"Admitting that it is, Mr. Blank, you should not be prejudiced against it on that account. You will know just what were the former defects in it and can see in a minute whether they have been elim-

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inated or not in this latest improved form. You can much more quickly judge the merits of a proposition which you know something about than those of something with which you are entirely unacquainted."

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12 A.—"I NEVER HEARD OF YOUR LINE."

"Mr. Blank, if you will look in Dun's or Bradstreet's you will find that there are hundreds of thousands of concerns doing business in this country, and you cannot possibly know them all even slightly.

"How many millions of people are there in different parts of this enormous country who have never heard of your store? Yet if one of them came to this town you wouldn't think it logical for him to say, 'I won't buy from Mr. Blank because I never heard of him before.'

"The mere fact that I am here, so many miles from the home city of my firm, proves that my firm is progressive, alive, splendidly organized, keen after new business and able to give satisfaction to customers.

"The important question is not whether you have heard of me before but whether my line is a good one and will pay you a good profit.

"A $100 bill looks good to you, though you may never have seen that $100 bill before.

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"If you were introduced to a man for the first time you would never think of saying, 'I never heard of you before.' If that man is a good man to know you are glad to meet him for the first time. That is true of my line. You may never have seen or heard of it before, yet I know that the goods I offer constitute a bargain and I am sure it will pay you to give me an order. In the end you'll be glad that you met me."

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13 A.—"I DON'T KNOW YOUR CONCERN."

"Then, Mr. Blank, I know that it will pay you well to get acquainted with us. Good firms, like good men, are not all widely known until they begin to seek to broaden their acquaintance. Our policy in the past has not been to cover this section of the country, so we are not so well known here as we are in other sections. The very reason of my trip out here is to make you become acquainted with my firm and the merits of my line.

"We have been growing very fast, Mr. Blank, and you would have heard from us six months ago, but we have been so extremely busy in other territories that we haven't had time to get around to this territory before. However, we are covering more territory every day. We've got a great line and its sale is growing tremendously.

"Let me show you my samples and prove to you that it will pay you to deal with us."

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13 B.—"I DON'T KNOW YOUR CONCERN."

"We have a big trade, Mr. Blank, but it is utterly impossible for us to expect every one of the million retailers in the country to know our concern. There are thousands of people in New York city who have never heard of Marshall Field & Co., and thousands in the west who never heard of John Wanamaker. This is an enormous country.

"When we first started in business a few years ago only a few concerns got acquainted with us the first year. But the next twelve months saw us double our business, and we have gone on until today several thousand retailers are placing big orders with us.

"The first day that you opened, Mr. Blank, how many people knew you? No doubt the first year you did a fair business, but it was small to what you did the next year. You grew gradually. By and by people got to know you, though it took a little time. That has just been the case with us. You are making long jumps ahead every day by selling the right kind of merchandise, and we are doing the same. If you will look at my samples I can prove the value of my proposition."

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14 A.—"WE HAVE MORE BUSINESS THAN WE CAN HANDLE."

"Do you really mean that as a business man you can say sincerely that you have more business

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than you can handle—that you don't want any more business? Suppose a man came to you tomorrow and offered to place an order for $100,000 worth of goods and told you that for the next three months he was going to increase that order to twice the amount, would you say to him, 'I don't want that business'?

"Suppose your salesmen in different localities, or your dealers, should each say to you, ' I have just twice as much business this month as I had last month.' Would you call those men in and fire them, and tell the others to go slow and not take on any more business than they could handle?

"The man who has orders packed up, so to say, that's the man who can borrow money. The man who has no orders packed up, can show no prospects and who is not rushed to death cannot borrow money to expand his business.

"The only healthy business is one that is in such a congested condition that the firm is kept busy keeping up with the orders. If you have these conditions you can build more factories; you can take on more people; you can pay them more money. You can borrow money to build more factories. The man who can't do this is the man who has not these conditions.

"And if you have more business than you care to handle, are you not making a mistake in not fitting yourself to handle it? Isn't it time to go out

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and take tremendous measures to get so that you can handle it?

"I know a tremendous business, where they sell a million and a half dollars' worth of goods a month, that owes its growth to persistence of the head in aiming that there should always be more business than they could handle. He kept a sales force working—expanding, putting on more men, and then he puts it up to the factory to keep up with them. There's a continual contest between the two to see who will get ahead.

"Your business may be so good that you could hardly handle more without expanding a little perhaps. But you don't want to be like the farmer who sold his cow because her milk raised too much cream.

"You may have more business than you can handle at times, Mr. Blank, just the same as a doctor who cannot answer all the calls he has. But that's no reason for your going out of business—and that's what you're doing when you don't meet the demands your customers make upon you. Then, too, think of your overhead expense. That stays about constant—your taxes, rent, heat, light, etc., won't cost any more, or but little more, when you increase your business. In other words, your plant is here, your organization is here; the real test has come to you—are you big enough to handle the business?"

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14 B.—"WE HAVE ALL THE BUSINESS WE CAN HANDLE."

"Mr. Blank, is every little bit of space in your store so packed with goods that you couldn't possibly fine space to display mine? Haven't you a number of articles in half-empty boxes that you can double up? What about the space under the counter and shelving? Isn't there space free?

"Mr. Blank, are your clerks busy sixty minutes in the hour during every hour in the day? The more goods you sell the bigger your profit. Fixed operating expenses run on all the time. The big Chicago storekeepers look on space as a miser regards his gold. It's the same with their employes' time.

"As you yourself admit, Mr. Blank, my line is a profitable one for you to handle. I am sure you will be able through a little extra exertion to find space for it."

---

14 C.—"WE HAVE ALL THE BUSINESS WE CAN HANDLE NOW."

"Mr. Blank, I am not certain whether you really mean that you have all the business that you can handle or whether you are merely letting me down easily—dismissing me with tact and courtesy.

"Many prospects on whom I call do not wish to give me time for an interview, and if they expressed their thoughts frankly would say merely,

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'Get out.' But not wishing to be brutally frank, or to appear rude to me, they let me down easily with some courteous evasion. While I appreciate the courtesy of the tactful dismissal, I often feel baffled; I feel that I have not been given the real reason why I am turned down.

"It is so hard to believe, Mr. Blank, that any man in business is not desirous to get more business that I find it hard to take that remark, 'We have all the business we can handle,' as a dismissal. Do you really mean that you don't want any more business—that you would refuse more trade if it came to you—that you would feel badly if you came down to the office day after day and found each day that you were receiving more orders than you had received the day before?

"It is such a tremendously difficult thing to get business, Mr. Blank, when so many thousands of concerns are making such desperate efforts to get it, that it is hard for me to conceive of a concern that is not glad to receive all the orders it can secure."

---

15 A.—"I NEVER BUY FROM AGENTS."

"Mr. Blank, every man makes decisions which he alters later. Changing an opinion today is only admitting that we have a little fresher light on the matter than we had yesterday.

"As a fair man you are open to conviction.

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Every fair-minded man is. His belief is founded on evidence. If new evidence is shown to prove that he should not stick to his old belief or custom he immediately gives it up.

"When you listen to my proposition think only of your own vital interests and the merits of the proposition. Let common sense be the judge. If you can't see that I offer you full value for your money don't buy.

"Business methods continually change. Men do things this year that they wouldn't do last year. At one time free delivery of groceries was not essential to the success of the grocer, but as soon as one enterprising dealer began to practice it the others were compelled to follow suit in self-defense. So when one butcher puts in a telephone all other butchers must do likewise. The same principle of constant change and progress holds good in every branch of trade and in every line of human endeavor.

"A year or two ago it may not have been customary for business men like you to purchase from agents, but today I am selling right and left to such firms as yours. Here is the proof in these testimonials.

"It will certainly pay you to let me show you my line. Buy or refuse to buy purely on the merits of my proposition—not because I am or am not an agent."

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15 B.—"I NEVER BUY FROM AGENTS."

"Mr. Blank, suppose people were to say that to you. Suppose they were to remark, 'I won't buy from Mr. Blank; he's nothing but an agent for manufacturers' lines of goods.'

"What would your answer be to such a statement? Wouldn't you say: 'Of course I'm an agent. It's absolutely necessary to have an intermediary between the manufacturer and the consumers.' If a customer were to write to a wholesaler and say he wanted to buy three pairs of socks the wholesaler would say: 'Go to a retail store. We don't fill such orders. Dealers do, because it's their business. They are our agents. We sell to them and they sell to you.'

"Agents are necessary, Mr. Blank, in business. Now, I am the intermediary between the manufacturer and you. In this case you are not a dealer—you are a consumer of this article.

"You know it would be impossible for the manufacturer or inventor to go everywhere and sell goods. His business is manufacturing. Can you imagine Mr. Edison going about selling phonographs? He employs agents to sell them.

"Prejudice, Mr. Blank, often keeps people from getting next to good propositions. If you give my article a trial I know you'll be mighty glad you made the move. If you called at our establishment today you could get no better treatment than I can give you."

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15 C.—"I NEVER BUY FROM AGENTS."

"Mr. Blank, it is impossible to do without agents. If you advertise you put out an agent in black and white to work for you. If you hire a man to sell goods in this store you have an agent working for you.

"The big wholesaler that does business by mail has agents—thousands and thousands of them—working for him continually. Those agents are the catalogs he sends out broadcast.

"Your store window is an agent, Mr. Blank. So is the sign over your door; both are agencies that bring business.

"You cannot buy direct from a man who is manufacturing goods unless he has a business the size of a peanut vender's. If you go to the big wholesaler in Chicago, who waits on you? Not once in a hundred times the big wholesaler himself. He may greet you, but it is his agent, his employe, who helps you to select what goods you want."

---

15 D.—"I NEVER BUY FROM AGENTS."

"Then, Mr. Blank, I submit you are hardly in a position to say whether it would not be profitable for you to do so.

"Billions of dollars' worth of merchandise, Mr. Blank, are sold through agents. All the cold, hard, multiplied experience of hundreds of years

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of selling favors the methods as the most practicable. There are not less than a million agents in the country, and, Mr. Blank, I submit that such a thing could not possibly be unless year after year this selling plan worked satisfactorily.

"Suppose a man were to say: 'I never buy from retail stores. I always write to mail order houses. I've never tried the stores, but I know I couldn't get satisfaction there.' What would you think of such a statement?

"Mr. Blank, the slogan of the business world is 'TRY IT OUT.' It pays people handsomely to investigate. If you give me an order for my line you'll keep on ordering. Other dealers do."

---

16 A.—"IT'S EASY TO GET TESTIMONIALS; I DON'T WANT TO READ YOURS."

"It may be easy, Mr. Blank, to get testimonials of a certain kind from a certain kind of people, but not testimonials of the class I carry.

"These testimonials bear the stamp of truth on their face; you'll admit it when you see the signatures of the men who wrote them. If you will glance at them you'll realize that no money could buy them; the men who wrote them are obviously above suspicion.

"If a man in this community doubts your honesty and reputation you say to him: 'Go and see such and such people; they'll tell you whether

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I'm all right or not.' When you say that you are making use of testimonials.

"Testimonials in themselves are not valueless or valuable. It all depends on what kind of testimonials they are. My testimonials are the right kind and will command your respect."

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16 B.—"IT'S EASY TO GET TESTIMONIALS; I DON'T WANT TO READ YOURS."

"Mr. Blank, what makes people trade in your store?

"Does not increase of business come from public confidence through one man's advising another that he has found your establishment a good place to trade? The opinions of others have a tremendous weight with us. What induces you to read a certain book, to try a new cigar or perhaps go to a certain entertainment is often the favorable opinion that other people have expressed to you concerning the book, cigar or entertainment.

"It is the same with any product offered for sale. I want you to learn what reliable people who know it have to say about it. I want you to hear other voices besides my own.

"You say you don't want to read my testimonials. If somebody were to question your credit or doubt your business ability you would refer such doubters to firms who knew you. You wouldn't like people to say in advance that your

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credit was not good; you'd want them to investigate. Mr. Blank, that is my position exactly. In common fairness I ask you to look these letters over."

---

16 C.—"IT'S EASY TO GET TESTIMONIALS; I DON'T WANT TO READ YOURS."

"Mr. Blank, if you wrote your name at the bottom of a testimonial I am certain it would be there only because you had been rightly treated and liked what you had purchased.

"Thousands and thousands of testimonials are given purely out of gratitude by people who have received satisfaction from an article sold them. Every testimonial here was given us by some user of our article because he felt that he owed our company something over and above the purchase price on account of the benefit he had received.

"Suppose you bought something from a salesman and remarked the next time you saw him that you were glad you'd made the purchase. That would be a verbal testimonial, purely voluntary—fairly earned by value given you. Suppose you wrote to the salesman's house just what you had said to him. That would be a written testimonial. Wouldn't it have some value? Oughtn't it to count for anything? Every testimonial I have here was written by purchasers acting under im-

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pulses of gratitude and good will. They were not solicited in any way.

"I would like you to meet the writers of these letters face to face, Mr. Blank, but I can't do that owing to some of them being hundreds of miles away. But I bring you their opinions written with pen and ink.

"If I were to hand you a testimonial from President Roosevelt you wouldn't say, 'I don't want to read that letter.' You would read and be convinced. Yet, Mr. Blank, the president is not the only honest man in the country. If you will look over these letters you will see they come from honest people."

---

17 A.—"SO MANY PEOPLE ARE DECEIVED, I AM AFRAID TO BUY."

"Mr. Blank, banks lose money occasionally by cashing bad checks. Sometimes they find they have loaned on insufficient security. Yet, Mr. Blank, because bad checks are cashed occasionally and because sometimes a bank fails, that doesn't prevent people from depositing in banks everywhere.

"Besides, Mr. Blank, while you are hesitating about buying our goods some one else is taking the profit. If you will glance at the line I am carrying you will see that it will pay you well to handle it."

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17 B.—"SO MANY PEOPLE ARE DECEIVED, I AM AFRAID TO BUY."

"It is also true that poor laws are made; preachers turn bad; some doctors are quacks; many lawyers are 'shysters;' merchants sometimes worm themselves into the confidence of their friends and fail, leaving many to lament their loss; occasional men once in a while exhibit a dishonesty which if taken as a criterion would shake our faith in human nature altogether. So these evils attach themselves to every good cause. But you know and I know that the bulk of the world is to be trusted.

"Think of the great amount of business that is done on credit. What does that mean? It means simply that most people have reason to have confidence in one another. See the advantages that come from these conditions. The business of the world could not go on if it were not for the fact that the honest man or woman is trusted. There are tricks, of course, in every business." (Give facts as to business.)

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17 C.—"SO MANY PEOPLE ARE DECEIVED, I AM AFRAID TO BUY."

"Many people have been deceived at one time and another by business and professional men of all kinds. We often lose money through retailers

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deceiving us; but that doesn't prevent us from having confidence in you—and hundreds of other retailers.

"For every dishonest professional man there are scores who walk uprightly and live honestly. For every dealer who goes wrong there are a hundred who keep on the right track. If you engage a new employe there is a possibility that he may turn out to be dishonest; if you deposit money in a bank there is a chance that it may fail; if you send a letter it may never reach its destination; if you go to take a walk you run a chance of getting injured in some way. But that doesn't make you refuse to employ clerks, deposit money, send letters or go for a walk. The dishonesty of other concerns doesn't prove ours is a bad risk.

"In buying from our concern there is absolutely no risk. Here are the names of scores of people with whom we do business. Here are our ratings in Dun's and Bradstreet's. You take no risk whatever in buying from us."

---

18 A.—"I HAVE BEEN SWINDLED."

"Mr. Blank, the newspapers are full of accounts of swindlers and their operations. A certain number of people are trying to get money dishonestly from other people all the time. My company, realizing that some unscrupulous concerns have in the past engaged in this line of

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business, took special pains to give us, its representatives on the road, the strongest kind of credentials. My concern knew that we would be apt to encounter prejudices and suspicion because of the unscrupulous agents of other concerns who have operated in this territory. I was warned of what might be your attitude and I have come prepared to establish my responsibility and honesty.

"I have here a list of the names and addresses of some of the most prominent men in your town —men whom you personally know and respect— men who would not lend themselves to furthering any proposition that was not of the highest character. I wish you would call up some of these men upon the telephone. Don't take my word concerning the standing of my concern. Ask these fellow citizens of your own town. They have dealt with us and they know our character. I would like to have you consult them and I know that the result will be to establish your confidence in my concern and in my proposition."

---

18 B.—"I HAVE BEEN SWINDLED."

"There are swindlers in every profession and in every line of business, but this does not prove that all men in the profession or all the concerns in a line of business are untrustworthy. In every city some real estate dealers have misled custom-

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ers into buying land that was worthless, but that does not prove that all the real estate dealers in the city are untrustworthy. At the very time the swindlers were operating many honest dealers were selling land that turned out to be permanently profitable investments for their customers. You cannot assume that because one apple in a barrel is bad all the rest of the apples are rotten. There are black sheep in every fold, shysters in every profession; but they only serve to emphasize the good quality of the others."

---

18 C.—"I HAVE BEEN SWINDLED."

"Mr. Blank, if you can point out a man who has never lost any money to swindlers at some stage of his career I will show you a man who never made any great success. A successful man must do things, and a man who does things must occasionally run some risks. The biggest financiers, statesmen and business men have occasionally lost money—have been deceived and misled, as you say you have been. So long as men are human they are bound to make occasional mistakes and misplace their confidence.

"Yet, Mr. Blank, because men occasionally have these experiences with rogues and confidence men they do not necessarily conclude that all men they meet are rogues or confidence men. It is no

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more fair to assume that I am not trustworthy because some other salesman swindled you than it would be for me to assume that your store is not conducted honestly because some other merchant in this town swindled me.

"I am here with an absolutely honest proposition and a concern of the highest reputation to back me. I can give you the best of references—banks and business houses to whom you can write. Pick any one of them and send a telegram at my expense. I will come in to see you later in the day, or in the morning, when you will have received your answer.

"I regret that you have been swindled by other agents, but I cannot see why you should therefore assume that I am not trustworthy."

---

19 A.—"OTHER SALESMEN HAVE MISREPRESENTED THINGS TO ME."

"Mr. Blank, all the promises I have made to you are down in our contract in plain black and white. I do not promise you a thing without putting myself on record and binding my concern with a written contract, and anything I promise you you can exact from my concern because it is in the contract. There can be no misunderstanding or broken faith in dealing with our house. Your contract absolutely protects you."

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19 B.—"OTHER SALESMEN HAVE MISREPRESENTED THINGS TO ME."

"Mr. Blank, that does not prove that I am misrepresenting anything any more than it proves that you would misrepresent an article to me were I a customer in your store.

"Mr. Blank, a few people will misrepresent facts in every line of business; yet because one man or house is crooked I am sure you will not credit all other men or concerns with being equally crooked.

"Solid success such as our house has achieved, Mr. Blank, can be built only on one thing—the confidence of the retail world. A glance at my line will prove that it is the best obtainable at the price. Let me show what I've got."

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19 C.—"OTHER SALESMEN HAVE MISREPRESENTED THINGS TO ME."

"Mr. Blank, it is easy to make promises. When salesmen make you promises it is for you to use your judgment in deciding whether you can reasonably expect those promises to be fulfilled. Apply this test to me. Make me prove my assertions. I have told you of the advertising that we are doing now and shall continue to do. I have evidence to present. I can show you an exact schedule, if you wish, of the great amount of advertis-

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ing that we have done through the last few years —giving the magazines and newspapers that we ran our advertisements in and the amount of money we spent. I can also show you, if you wish, a schedule of the advertising which our concern has appropriated money to do during the coming year. This schedule shows that we have appropriated ..... If you wish, I will have a copy forwarded to you, and if we fail to do that amount of advertising I will rebate to you what you have paid me on these goods. Our business is conducted systematically. We make an advertising appropriation every year—plan it out to the last detail. Then we carry it out to the last detail. These other salesmen who spoke to you of advertising probably talked in a vague and indefinite way. It is one thing to say, 'We are going to do a lot of advertising this year.' It is quite a different thing to offer, as I have done, to send you an exact schedule showing what mediums are to be used and what amount is to be spent. We have already placed the order for this year's advertising campaign with our advertising agency. I will give you their name and address. You can write them if you wish and ask them for confirmation. I am not here to make vague general assertions. I am here to make you specific statements and to give you an absolute written guarantee, if you wish, that the plans I speak of will be executed to the letter."

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20 A.—"I HATE TO TAKE THE RISK IN SIGNING."

"You are trying no experiment when you put in our line, Mr. Blank. Our product is as standard as wheat. Our goods have been sold under every variety of circumstances, under the handicap of every conceivable kind of difficulties and in every territory all over the country. In dealing with us you are not hooking up with any upstart or mushroom concern. We have been established for years. The experiences of countless thousands of other merchants have proven our reliability. If you look in Dun's or Bradstreet's you will find that we have the highest rating for reliability and prosperity for nearly a quarter of a century. You are taking no risk whatever in dealing with us and you are certainly taking no risk in putting in a line of goods that is as well known and as solidly established in reputation with the American people as United States government bonds."

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20 B.—"I HATE TO TAKE THE RISK IN SIGNING."

"Risk, Mr. Blank, is a relative term. When I boarded a train to come here I took a certain amount of risk. There might have been a collision, or the train might have run off the track. The hotel might have burned down last night. I might

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have met an with accident coming up the street. It would be impossible to live for a single day without taking a chance of some kind.

"The way to avoid accidents is to take precautions. Before I cross a street I look out for traffic. Before I board a train I take out an accident policy. Having been in a fire once, I see to it that the fire escape is in working order. In this way I reduce risk to a minimum, and you can do the same, Mr. Blank.

"The retailer who uses foresight in his business takes next to no chances. It's the dealer who buys the wrong class of goods at the wrong time who loses money. You know, Mr. Blank, that this line of goods is right up to date; you know the prices could not be lower consistent with quality. You know as well as I that there is a big demand for this class of merchandise. You take absolutely no risk in signing this application."

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21 A.—"YOUR GOODS WON'T BE UP TO SAMPLE."

"Mr. Blank, our firm has a reputation for squareness and fairness excelled by none. It has taken very many years to build up this good name. Judge for yourself whether it would pay us to lose it by stooping to such a low trick as shipping goods not up to sample.

"There is more in this business than the se-

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curing of a single order. We are bidding for your future trade.

"Figure it out for yourself, Mr. Blank. Our trade is much like yours. You expect a man to come back to this store because you treat him fairly. We look at our customers in the same light. We want their repeat orders, and we get them. Could we do this if we did not ship goods fully up to sample?"

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21 B.—"YOUR GOODS WON'T BE UP TO SAMPLE."

"I have heard of goods not being shipped according to sample, but our concern has never had a shipment returned for this cause during all the time it has been in business.

"Our goods must be up to sample. Let me tell you why. Every salesman we have out chooses his samples for himself from actual stock. This article is one that I took from thousands of its kind in the stock room on the fourth floor of our building. When you order a dozen or a gross of this article you get twelve or a hundred and forty-four articles exactly like it."

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21 C.—"YOUR GOODS WON'T BE UP TO SAMPLE."

"If our salesmanager heard of a salesman show-

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ing a sample that in any way misrepresented our goods he'd fire him on the spot. Abraham Lincoln said: 'You can fool some of the people all the time, and all the people some of the time; but you can't fool all the people all of the time.' Similarly a business concern could fool a few people some of the time by misrepresenting its goods, and make a profit on an occasional transaction. But no concern like ours, that has been doing business year after year with a great number of merchants, and intends doing business with the same men for years to come, could afford to make the slightest misrepresentation of its goods. The sample I have shown you is no especially prepared piece of goods. It is an ordinary piece out of our common everyday stock and absolutely represents the goods that will be delivered to you. If you wish I will leave it with you and I will give you a written guarantee that if the goods are not absolutely up to this sample we will take them all back and pay all the shipping and other expenses. We cannot afford to do business on any plane of deception or misrepresentation and I would lose my position in a minute if I undertook to do it. Our guarantee absolutely protects you."

---

22 A.—"I DON'T WANT THE ARTICLE."

"That is true, Mr. Blank. It is because you do not want it that I am here. The reason you do

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not want it is that you do not realize what it will do for you. If you had known what it would do for you you would have wanted it long before and would have sent for it, and there would be no opportunity for me to make a sale to you. Therefore I am glad you have not wanted it. But I know that you will want it when you once realize what it is and what it will do for you. You own hundreds of things today that you did not want the moment that they were first called to your attention but which you decided you needed and did want after you fully understood them. All I ask is an opportunity to explain this article to you, and then if you do not want it you have but to say so."

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22 B.—"I DON'T WANT THE ARTICLE."

"But after all, Mr. Blank, isn't it true that the question is not 'Do you want it?' but 'Do you need it?' A boy going to school may not want to go, but he needs the education. Isn't that true?

"Well, that's exactly the way with this article. The merchant may not want it when we first approach him, but he needs it. A few years ago business men did not realize that they needed the typewriter, the telephone, the telegraph. But take these necessities away from them now and you would cripple all their transactions. You will find, Mr. Blank, that you will want this article as badly as you need it if you will simply give it a trial."

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22 C.—"I DON'T WANT THE ARTICLE."

"Granted that is so, Mr. Blank. You may not want it; but I am positive you *need* it. Of all the customers I have sold I do not remember a single one who wished to buy when I first tried to sell; but the article was needed all the same, and after due consideration an order was placed."

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23 A.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Mr. B., you are in business to make money. If I can't show you that this new line will increase your profits, of course you don't want it, and I should not expect you to buy it. But if I can show you that, you will have no prejudice against it because you have not handled it before. Is it not true that the real consideration to you is not whether the line is a new one or not, but whether it will make you more money than your present line? You do not mean to infer that you would stick to your present line regardless of profit? The mere fact that you have handled this line in the past is no reason why you should handle it always. If you had been handling my line for fifteen years, and some one else could show you one that would sell better or bring more customers into your store, or that you could get on better terms, or sell at a greater profit, I should not expect you to stick

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to me? Why should you? I would not expect you to stay with me a moment longer than it was good business for you to do so. Is the real question with you whether or not you wish to handle a new line? Is it not rather whether handling a new line will make you more profit or not, or would be more advantageous to you on the whole than handling your present line?"

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23 B.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Mr. Blank, some one in this town is going to handle our line, and I have offered you the first opportunity. I can show you what a fresh and attractive line it is. No doubt if our line did not come into this town you could continue to sell enough to satisfy you from the lines you are handling; but it is not merely a question whether you would like to sell our line. It is a question of whether you would like to have some one else in this town selling a line which has the prestige of ours. I would rather have you sell it than anyone else, but if you do not take it, of course I must offer it to some of your competitors. The merchant who puts it in will certainly increase his hold on the community. Your business shrewdness, which you have shown by the development of this business, will enable you to see what a competitor

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would be able to do with such a line as this. Often when a scale is pretty evenly balanced, a very little will tip it one way or the other. The addition of so popular a line of goods as this may be the deciding weight that will tip the scale in your favor or in the favor of a competitor. You would prefer, would you not, to be the man with the advantage? I have made the offer of this advantage to you first."

---

23 C.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Permit me to say, Mr. Blank, that the reason that you do not want it is because you do not realize its merits or the opportunities for sales it offers you. I do not expect you to want it until you have become acquainted with these facts, and all I ask is a few minutes to acquaint you with them. If after you have heard me you decline to buy, that is all right. You are the man to make the decision. But I think you would prefer to base your decision on a knowledge of the facts. There are certain features in this line that differ from those of any other line. Let me point these out to you, and then if you wish, tell me that you do not want to handle it. But I believe that you will want to handle it."

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23 D.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Mr. Blank, you wouldn't take a hundred dollar bill and tear it in little bits, would you? Yet if you don't stock up with this line your action is equivalent to throwing away actual cash. It is a good thing to have money in the bank, Mr. Blank; but the wisest thing any merchant can do is to invest his money in stocks of goods which will bring the quickest and largest profits. The only way a retailer can succeed is by continually fighting for new business. This article is in keen demand and will bring you new business. It will pay you handsomely to handle it. If you don't want the article it is because you are not acquainted with its selling merits. You'll find them out when once you begin to sell it."

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23 E.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Remember this, Mr. Blank: We are selling you not merely a line of our goods; we are selling you the advantages of all the prestige of a line which has been pushed by a big advertising appropriation. There are many concerns that will sell you unknown goods and that is all you get. We pay a force of salesmen who are constantly working for you and for us. These salesmen consist

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of our advertisements which are constantly appearing in magazines and other publications all over the country. We have spent hundreds of thousands of dollars (or millions) to provide these salesmen, who will help you sell our product. Look, for instance, at this advertisement that appeared in last month's issue of (say) the Ladies' Home Journal. It cost us $3,000. There are hundreds (or thousands) of women in your town (or city) who read this magazine and have felt the force of this advertisement. Here is a list of the mediums in which we advertise every month (or a list of the newspapers in which we advertise at such and such intervals regularly). Think why all this money is paid out. It is paid to send people into your store and the stores of other dealers who handle our goods throughout the country. Yet it doesn't cost you any more to put in a line of our goods than the unadvertised goods or less heavily advertised goods of other manufacturers. How do we get the money back? I hear you say. Well, because of our advertising a small force of salesmen in a month's time can induce more merchants and dealers to handle our line than the same number of salesmen could induce to handle another unadvertised line in many months or even several years. We get our money back in the great volume of our sales. Our administrative expense is no greater when we have a big volume of sales than with a small volume, and our over-

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head manufacturing expense is very little greater. An idle plant or a plant running only a part of the time is what eats up profits in the manufacturing business. We are running a great force full time the year round. We make only a small profit on each sale, but we made an enormous number of sales."

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23 F.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Don't forget that a good stock of such goods as ours will help to advertise your other goods and your store in general. You make a first class profit from the sale of our goods, but they are of such a quality and our firm is so well known through its advertising that even if you did not make a good profit, it would be an advantage for you to handle them. They would bring customers into your store for other goods. We are spending many thousands (or hundreds of thousands) of dollars a year to make this line known to the public. A man can hardly pick up a newspaper or magazine without reading about our line, and it will greatly add to your prestige in the town to have the public know that you are carrying it."

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23 G.—"I DON'T WANT TO TAKE ON YOUR LINE."

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"Mr. Blank, when we put this line of goods on the market we knew that there were other lines of goods of a similar kind that were of high quality. We knew we would have to meet the fiercest kind of competition; we knew that our competitors used good material, had good manufacturing processes, and were producing good lines. We cast about to think of some advantage we could offer the retailers, and we finally evolved a unique advertising scheme, a retailers' selling plan which would enable the dealers who handle our line to attract customers. This selling plan is one of our biggest assets—just as much of an asset as our plant. And it has just as great a value to you as our goods themselves. You will find all of the features of this retailers' selling plan set forth in this little book. I shall be very glad to explain it to you in full. Every detail in it has been thought out with great care and remarkable ingenuity. For instance, you will find that we suggest among other things a line of window displays. Note these illustrations in this book. These are reproductions of photographs of actual displays made by other dealers who handle our line. Note the explanations on the pages opposite the pictures. They tell you exactly how to make each display. See how simple this display is, and yet how wonderfully effective and original. No man on the street will be able to get by your window while that display is in it, without having his curiosity

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excited. A busy retailer would never be able to think of such displays as these. I myself could never have planned one in a thousand years. The expert who got them up for us received for years a very large salary from one of the big Chicago department stores. He has studied to make each display as effective as possible, and yet as easy as possible for the retailer to prepare. His directions are so clear that the youngest clerk you have can set up the displays. And they are bound to prove a feature that will make your store talked about and bring customers in to look at the line. And if you get them once into the store you are bound to sell them."

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23 H.—"I DON'T WANT TO TAKE ON LINE."

"I believe our goods to be better than those you are handling at present. But grant for the sake of argument that they are not. We have other advantages to offer you. You have no prejudice in favor of any one line of goods. What you are looking for is the line that on the whole, all things considered, offers you the most profit and advantages—the best opportunity to do business on a satisfactory basis. I can state from my knowledge of the concern with whom you are dealing that we would not be so arbitrary on some points as that concern is. You should take these things

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into consideration when placing your order, as well as other facts."

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23 I.—"I DON'T WANT TO TAKE ON YOUR YOUR LINE."

"I can offer you a special opportunity at this time. We have on hand such and such lots of a certain line, the material for which was bought before the recent big jump in market prices. We are using this as an aid in introducing our regular lines. I am willing to put this line in with you at our regular price without taking advantage of the increase in the cost of material, provided you will put in at the same time one of our other lines, which it would be to your advantage to put in anyway, even if I could not make you this special offer. This will serve to get us started with you. I know we are justified in offering you this exceptional opportunity, because if you once make a start with us you will be so well satisfied with our goods and with the treatment our house will give you that you will become one of our regular customers."

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23 J.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Have you considered fully the terms we offer you? Our terms demand practically no invest-

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ment by you at the start. Inside of the period when your first acceptance comes due you will have had time to sell enough and more than enough goods to meet it. Because of our terms, you practically do not have to invest any capital in our goods at the start. If you are enterprising in pushing the sale of them after we ship them to you, you can secure even better terms in making future orders."

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23 K.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Before you make a decision, I wish you would consider carefully the guarantee we give. We can afford to turn out a line of goods that carries with it such an iron clad guarantee. Could we afford to give such an iron clad guarantee if our article or line did not make good, if we had not proved by experience that it made good and that we were perfectly safe in making that guarantee? Think of that guarantee again. Consider the years that we have been in business, the reputation that we have built up by painstaking effort and service. Think of all that guarantee conveys, and of all that stands back of it to make it good."

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23 L.—"I DON'T WANT TO TAKE ON YOUR LINE."

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"Mr. Blank, one great argument in favor of our line is that it requires so small an investment on your part. The terms that we are able to give you because of our large capital makes it possible for you to put in a large line without embarrassment. If you handle it properly you ought to be able to turn it over very quickly, and if you make good use of the terms on which we could start you, we can give you even better terms in your later dealings with us. Our house is an extremely liberal one with the merchants that show enterprise in pushing its goods."

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23 M.—"I DON'T WANT TO TAKE ON YOUR LINE."

"Our goods offer you a larger margin of profit than any similar line. There are two ways in which a manufacturing concern can make money; one is by making a large profit on each sale and having only a limited number of sales; the other is by cutting down the margin of profit but doing a large business. We have an enormous organization. We must keep our output high. We cannot permit our sales to fall off. Where big sales must be maintained constantly all over the country, under every condition, the goods must be sold at a price that will be attractive to the retailer and enable him to make a generous profit. We followed the small sale, big profit plan in the early

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days of our business, but since the business has become so large we have adopted the other plan. We sell for the very lowest price that is consistent and this offers you the best possible opportunity for profit."

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23 N.—"I DON'T WANT TO TAKE ON YOUR LINE."

"I wish to make one frank statement to you, Mr. Blank. We all learn from each other in this world and the retailer necessarily learns more or less from the concerns with whom he does business, just as we learn from the retailers. If you put in our line you will be brought into close touch with one of the biggest and most enterprising concerns in the country. You will be constantly communicating with the house and receiving visits from its salesmen. You will have a chance to learn a good deal about its methods which are the best methods in use in America today. I will frankly state to you that the information you will gain will be of use to you in many ways. You could not deal with a more enterprising concern than ours, for there is none. You will be constantly informed in regard to the latest styles and the most up to date improvements and will always be posted on the information which our big organization gathers at great expense of time and trouble. Our house will constantly teach you all

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we know about how to sell our line of goods, and this will help you sell other lines of goods. A connection with a house such as ours is of advantage to a retailer in a great many ways.

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23 O.—"I DON'T WANT TO TAKE ON YOUR LINE."

"The very fact that it is new, Mr. Blank, will do much to stimulate your trade. You know yourself that when a customer comes into your store, the statement on your part, 'I have something entirely new to show you,' arouses curiosity and interest. You realize that people are all the time looking for new things, new ideas; they believe that all the time progress is being made, and they like to be kept in touch with it. They will deal with the most progressive storekeeper; they will visit his store, if he has a reputation for putting in new things, just to see what new things he is offering. They know he is working in their interest all the time by keeping his stock right up to date. Progress must be the law, Mr. Blank, with both of us. We cannot get away from the fact that we must either go forward or backward. There's no standing still for the successful man. You can best increase your profits by adding new lines and making money in new ways. The straight road to success is to be all the time fighting for new business.

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You can't get that business if you don't keep adding new goods."

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24 A.—"THIS WILL BE A NEW THING FOR ME AND I DON'T WANT TO TAKE IT ON THAT ACCOUNT."

"Mr. Blank, the Westinghouse air brake was a new thing to Vanderbilt; he refused to listen to the inventor on that account—and lost millions because of that refusal. The telephone was a new thing to Chauncey M. Depew; therefore he would not advance its inventor, Mr. Bell, $10,000 for a sixth interest in the 'toy,' as he called it. By this act Depew deprived himself of the wonderful profits this invention has earned since. It doesn't pay to turn down a thing just because it is new. The very fact that it is new makes it probable that it is an advance and improvement on what has been bought out before. Suppose this *is* a new line—isn't that in its favor? Don't you want to be known as a dealer who is always a little ahead of the rest? You know this is a good, bright line—a money maker; we have talked that over. Why not put the goods in your store instead of allowing your competitor to take them and draw trade away from you? Think of the attractive display this lines makes! Fresh stock will not only keep your customers' interest alive, but will attract no end of new patrons. Isn't it a wise plan to be the

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leader—not the 'man behind,' but *the man ahead?*"

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25 A.—"I DON'T WANT TO HANDLE A NEW LINE."

"The steady patronage of your customers, Mr. Blank, is your chief asset in business. It's worth thousands of dollars to you. Yet, to a great extent, it is an undeveloped gold mine. If you can get $100 each year from each customer where you now get but $50, it would mean doubling of your profits. Suppose you put this article in a conspicuous place and every time a customer comes in to buy something, if you can, see that she glances at the new article. Whenever you can, call attention to it. It will sell itself to anyone whose attention is directed to it. If you only make a small amount each day selling this article, you do it at such little extra trouble to yourself that it's practically like finding money. But the amount won't be small. You'll find it a good seller. If you don't put it in your store people will be forced to go elsewhere to get it, as I must give it to some dealer in this town. Going elsewhere will lead your trade to buying other things —things they now get from you—elsewhere. You know how often people start to order one thing from a mail order house and finish with buying a dozen or more articles. These are solid, hard,

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indisputable facts. It will pay you to handle this article. Let me put you down for a good trial order."

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26 A.—"I DON'T WANT TO PUT IN A NEW ARTICLE OR SYSTEM."

"Mr. Blank, let me ask you: Would you be afraid of a competitor that you knew never introduced any new things into his business? If you were certain, for instance, that your competitor on the corner opposite would turn down every salesman that approached him with new propositions for the next five years, would you not rest easy in your mind regarding this merchant's competition? Wouldn't you feel that there was nothing to be feared from him? On the other hand, if you knew that he was constantly looking up new ideas, introducing new methods, making improvements in his business, wouldn't you feel certain that his competition was a thing to be regarded as deserving attention? Don't you really think in your own mind that the man who constantly keeps his business up-to-date and keeps abreast of the latest methods is the man who is most certain to get along? Wherever you introduce a better method of doing something into your business—a method which your competitor has not got, you take a step in advance of him. You strengthen your position against him with the public. You put yourself in

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a position to make more money. You have been successful in this town. I know that you could not have been successful if you had not used good methods—if you had not been constantly ready to improve your methods. I don't believe you are a man prejudiced in advance against anything new. I cannot believe that you will turn me down, simply because my proposition is a new one. You did not gain the respect of this town by such a course, and I don't believe that you will refuse to let me prove my case if I can."

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27 A.—"PUTTING IN ADDITIONAL LINES WOULD CAUSE TOO MUCH TROUBLE AND EXPENSE."

"Your business, Mr. Blank, is something like running a passenger train. It costs so much an hour to pull that train whether it carries few or many passengers. Every additional passenger the railroad company can get beyond a certain number means so much additional profit to the road. Your business costs so much a year to run in fixed expenses. You can't get away from that. The bigger margin you can keep between sales and expenses every hour you are in business, the bigger will be your bank balance. Adding to the number of lines you carry will add to your income. It will not add to the same proportion in your expenses. Your fixed expense will remain the

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same if you put in my line, but the money you will receive for it will be so much additional profit."

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27 B.—"PUTTING IN ADDITIONAL LINES WOULD CAUSE TOO MUCH TROUBLE AND EXPENSE."

"Mr. Blank, human nature is such that we always choose the easiest path—the line of least resistance—in all our acts. People in buying follow the line of the least resistance, such as they do in everything else. The department stores built up their enormous business because of this single fact. They knew that many people would buy in one place a large number of articles of various kinds, if it could be made easy and convenient for them to get them in one place. They knew that a man or a woman who would not visit five different stores to get five different articles of five different kinds, because of the trouble involved, would often buy all the five articles if they could be bought under one roof. The department stores made it easy for people to buy by carrying a great number of lines. And what is true of a department store is true in a degree of every store, including yours. The more lines a store carries, the more apt it is to have a big trade. Every good line you add gives you an opportunity to make more money. You could not add a better line than this."

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27 C.—"PUTTING IN ADDITIONAL LINES WOULD CAUSE TOO MUCH TROUBLE AND EXPENSE."

"Mr. Blank, your rent runs on every day just the same whether you add another line or not. Your pay roll for clerk hire runs on just the same. You could just as well add two or three more money making lines as not—without increasing your expenses. It is just as easy to get a man to buy clothing and shoes from the same store as from different stores, if you can carry a good stock of both lines of goods. The big mail order houses have learned to use their catalogues as the enterprising merchant uses his floor space. They fill every square inch of space in the catalogue with offers of goods. They try to make the catalogue carry as many attractive offers as possible. The more offers it contains the more pulls it exerts upon the customer. Your store, Mr. Blank, is your catalogue. You should use every square inch of space in order to carry lines of goods that will sell. The more you increase your sales of different lines in proportion to the expense you are under, the more profit you will make. I know that this line will sell, because it has sold in so many thousands of other stores. I know that it will sell in your store. And I know that it will cost you nothing additional to handle it, except the cost of the goods themselves, and this you will quickly

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receive back with added profit, all of which will be so much velvet."

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28 A.—"I DON'T WANT TO HANDLE ADDITIONAL LINES."

"The profit on the lines you already handle, Mr. Blank, is your own anyway. What you want is more profit—new profits. The profit you *could* make, but do *not* make, is on merchandise you do not carry at present—the lines I offer you.

"The biggest wholesale houses in the world with all the energy at their command are continually urging on their customers the wisdom of buying and selling a bigger variety of merchandise. And remember that they are giving these retailers credit for the goods they urge them to take.

"They are urging a big variety of lines, because they know that if the store-keeper refuses to handle additional lines, the people will send to the mail order houses for what they want, and take trade away from the retailer and wholesaler.

"Mr. Blank, the wholesaler is the dealer's truest friend. Unless the retailer succeeds the wholesaler cannot. Their prosperity is bound up together.

"The mail order houses have made headway all over the country simply because dealers have lacked enterprise. Now the retailer is waking up

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and learning how to successfully combat the fierce competition of the catalogue houses.

"It will pay you to keep in the very front line of progress; it will pay you to do what other successful dealers are doing—to carry additional lines and make money out of them. Why let the mail order houses get business in this town that you might as well have?"

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28 B.—"I DON'T WANT TO HANDLE ADDITIONAL LINES."

"Mr. Blank, have you ever thought of the cause underlying the enormous growth of 5 and 10 cent stores? No doubt when the dealer first saw one of these stores he laughed at it. Yet out of the idea of 5 and 10 cent stores millions have been made for years past, and prosperous new stores are being opened everywhere continually.

"What is the secret of their success? Variety and good value! For the small sum of a nickel or a dime a woman can get nearly every small article she can think of; many women spend 50 cents to $1 in these stores every time they enter them.

"Every day these stores add additional lines. Every week sees them branching out into something new. Mr. Blank, if the men who are running these stores were conducting your business, they would add every line they could possibly

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handle. There is money in selling a great variety of lines. There is a big profit in selling the particular lines I am offering you. That has been proven by the experience of thousands of dealers elsewhere.

"If your customer can't get these goods in your store they will go where they can get them. There is a staple demand for them and people will buy them somewhere. Why not have these people come here?

"Let me write you down for blank dozen, Mr. Blank. You'll be glad you gave me the order."

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28 C.—"I DON'T WANT TO HANDLE ADDITIONAL LINES."

"Mr. Blank, don't you have a high opinion of a firm that has continually to tear down its old building and erect a new one? Don't you think well of the business of a man whose office is all the time getting too small for him? Don't you feel positively sure that he must be making money?

"To be continually growing and adding is mighty good advertising. The world loves success, and will deal with the man or the firm that appears successful and progressive.

"The adding of additional lines to your stock will impress your customers. It spells expansion and progress to them. The appearance of your

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store and the goods in it constitute your Dun and Bradstreet in the minds of your customers.

"There is a keen demand for this line I offer you. If a man doesn't buy it in your store he will elsewhere. It will fit in well with your other stock. Let me take your order. You'll find I have underestimated rather than overestimated the benefits which will accrue to you through handling these goods."

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29 A.—"I DON'T NEED ANYTHING IN YOUR LINE."

"I will grant, Mr. Blank, that you do not absolutely need our line to sell to your customers; but it is equally true that you do not need any one of the many lines you are handling. You do not really need any lines at all, if you are considering actual necessity, but each of them is making you a profit, and therefore it is an advantage to you to handle them.

"The question is not whether you need our line, but whether you would not be missing an opportunity to increase your profits if you did not put it in. The special value of our line is that it will enable you to get new trade. Every merchant must be constantly on the lookout to secure new customers. This is the hardest task a merchant has. Those customers who have been with him some time, and to whom he has given satisfaction

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—these he is able to retain without great difficulty; but to get new people coming into his store, to make customers out of the people who have been dealing with his competitors—this is ordinarily much more difficult. It is hard to break the habits of a man who has become accustomed to deal with a certain competitor—just as hard as it is to change any other human habit. Our lines of goods and our unique selling plan will surely bring a number of new customers into your store for at least one order and the effect of this will be felt all through your town."

---

29 B.—"I DON'T NEED ANYTHING IN YOUR LINE."

"Mr. Blank, that customer who bought something in your store a short time ago likely enough didn't realize that she needed anything in your line an hour before she bought. When she noticed that there was a lack of some necessary article in her household, she made a bee line for your store.

"Tomorrow if you turn me down, ten to one you'll find a need developing later for this article, and too late wish you had granted me an interview. Tell me frankly how long it is since you took account of your stock. Is it thoroughly up-to-date in all sizes and values?

"Just glance through my samples, and I'll guar-

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antee your memory will be jogged into remembering something you need. Let me show you.

"Mr. Blank, in our house are some of the very keenest and shrewdest buyers in the country. They act as attorneys for you—continually looking out for profitable goods for such dealers as you to handle. They watch the market for bargains like hawks. Their vigilance has given me some exceptional bargains to show you.

"The lines I offer you are right in price and quality. They were bought by a big business organization whose very life depends on securing and selling the right goods at the right prices to retailers. You can at least profitably look at our latest lines."

---

29 C.—"I DON'T NEED ANYTHING IN YOUR LINE."

"Mr. Blank, tell me frankly what you think of the judgment of those people in this town who believe they don't need anything in your store. Now, you know for a fact that many of them do—but they don't realize it. You lose trade because some people do not know just what lines you carry. You know it would pay these people to trade with you; yet how can you prove that fact to them unless you get them to visit your store and see what you have?

"Mr. Blank, that is exactly my case with you.

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I know for an absolute fact that it will pay you to examine my samples, and yet I cannot prove that statement if you won't let me open up.

"I'll guarantee off hand that you can't tell me just what new, up-to-date money making lines I am carrying. How can you be sure, then, that you don't want them? I have some special high grade, quick selling goods at tempting prices. At least let me show you what I've got."

---

30 A.—"I DON'T NEED YOUR ARTICLE."

"Mr. Blank, I have been told that hundreds of times by business men, who afterwards discovered that they did need it. They changed their minds when they understood its advantages.

"Just consider our enormous list of customers. Think of the blank thousand users in this state alone. Think of the blank thousand users we have all over the country. They are all business men facing the same conditions that you face.

"I will give you a list of users in this town (and in neighboring towns) to whom you can write, or whom you can call up by telephone. Every one of them will be a man who said in the beginning to me, "I don't need your article," just as you have done today. Ask them if this is not so. Ask them if they could now do without our device. Let them tell you from actual experience what they think of it.

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"I am not asking you to buy now before you know exactly how this article will be of service to you. I do not want you to buy until you are absolutely convinced in your own mind that you need it. All I ask you to do is to reserve judgment for a few moments and give me an opportunity to explain it, then investigate it thoroughly and decide for yourself whether you want it."

---

30 B.—"I DON'T NEED YOUR ARTICLE."

"You need every article, Mr. Blank, that will help you to increase your profits. You may feel that you don't need it now, but that is because you never have had its assistance. A race of men born without right arms might not feel the need of them, but if you should cut the arm off any man who was born with one, he would soon realize that he had suffered a great loss. There are many things that we do not feel we need before using them, which we would not get along without at any price after we have once used them and realized their convenience and help."

---

31 A.—"I CANNOT USE YOUR ARTICLE."

"Mr. Blank, I submit that the only fair way to be certain that you cannot use this article is to test it, or at least to give me an opportunity to explain it fully to you.

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"It is probable that you did not know that you could run this store successfully before you tried. You have a great number of things in your business, which, no doubt, you thought you could not use on the first day when you started in business; but one by one you have put them in as you discovered the value they would be to you.

"If you now realized all that my article could do for you I know that you would get it. If I can't prove that you need it, I don't expect you to get it. If I did not know I could prove it, I would be very foolish to waste both your time and mine in making an attempt.

"I know that if you will listen to me I can show you that I offer you an opportunity to make more money."

---

31 B.—"I CAN'T USE YOUR ARTICLE."

"Mr. Blank, when a representative of my firm approached me with a proposition to sell this article I said, I can't sell that article. I don't believe that there are enough business men who can use it to create a great demand.

"If the man who had approached me was a stranger to me, I would have turned him down without even listening to his proposition. But as it happened, he was an acquaintance, and I felt bound to give him a hearing, even though I did not see any field for the sale of this article. But

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when I had listened to his demonstration, when I had gone with him to places where the article was in use, when I understood thoroughly what it would do—then I knew that there was a use for it. I realized its value and I accepted the proposition to sell it.

"I have been calling for the last two years on men like you, who all greeted me with the same remark you made: 'I can't use your article.' Yet I have remained in the business for two years, and have made a good living selling this article. I could not do this if men like you had no use for it.

"I feel sure that if you will let me explain it, you will be as much surprised as I was to learn how useful it is."

---

31 C.—"I CANNOT USE YOUR ARTICLE."

"Mr. Blank, no man knows what he can do until he tries. It may be that you cannot use my article, but can you be sure of that until you have given it a test—until you know more about it?

"I see that you have a cash register on your counter. I know men in the cash register business, and they tell me that in all the history of that business they have never found a new customer who thought he needed a cash register before the salesman had clearly demonstrated it to him. I feel certain that in your own case you

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told the cash register salesman that you could not use and did not want that machine when he first approached you. Yet you have it there on your counter, and no doubt would not let it go out of your store.

"Will you not give me the same opportunity you gave him? If you let me explain my article thoroughly, I believe you will find that you can use it."

---

32 A.—"IT WOULD BE OF NO USE OR GOOD TO ME."

"Mr. Blank, that is what nearly every user of ours said before trying this article. Today these purchasers would not be without it on any terms. Actual trial alone enables a man to speak with positive assurance. Some of the big concerns that I deal with, like Marshall Field & Co., Swift & Co., etc., have had so much experience in losing money by turning down propositions without a hearing, and on the other hand have had so much experience in profiting by introducing new devices, that they have finally been driven to adopt the open-minded attitude of giving a fair hearing and actual test whenever possible to everything that has any possibilities of benefiting them. They know that inventors are busy all over the country getting up new devices; they know that many minds are striving to perfect business methods;

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they realize that an open-minded attitude towards new propositions is necessary if they wish to keep in advance of their competitors. They are very slow to say that a new device would be of no use to them without investigating or trying it.

"Thousands of users have already tried this article out and found they could not do without it after having profited by its advantages. You will have the same experience if you give it a test."

---

32 B.—"IT WOULD BE OF NO USE OR GOOD TO ME."

"Mr. Blank, is a thing that will do for you without mistake the work that at present is being done for you subject to all kinds of mistakes, of no use to you? The work that this device performs is now being done by your employes. The human mind is fallible. Men are prone to make mistakes; they have bad memories; their attention is liable to be distracted; they are absent-minded at times; they are indifferent and disinterested at times. Employes are certain to make mistakes. But this device, being a machine, must work rigidly and uniformly; it cannot deviate from accuracy in its operations; it cannot make mistakes. Why should you have employes doing things that a machine can do infinitely better and at much less cost to you?"

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33 A.—"I HAVE NO TIME TO LOOK AT YOUR ARTICLE."

"Mr. Blank, if you saw a $100 bill lying on the sidewalk, wouldn't you have time to stoop to pick that money up, even if you were on your way to keep an appointment? Giving me a moment's time will be as productive to you as picking up a number of $100 bills, though the profit will come to you through a different channel. I realize that your time is worth money and that you have none to waste. You spend your time doing important things; details and routine matters you relegate to your clerks and assistants, so that you can evolve money-making plans.

"Well, that is just what I am offering you—a chance to make a change in your business that will increase your profits every day for months to come.

"My article is a vitally important thing to your business. It is a money-maker and a time saver.

"I am sure you would regret allowing me to leave without showing it to you if you understood my position fully."

---

33 B.—"I HAVE NO TIME TO LOOK AT YOUR ARTICLE."

"Mr. Blank, you yourself make money by getting other people to give you interviews and time. You see to it that you give them value received—

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that you make them a big return for their investment of time. I can do the same if you grant me a hearing.

"If people didn't take time to do business with you, both you and they would lose money.

"Be fair about this matter, Mr. Blank. We are both in business for profit; neither of us has any time to waste; neither of us can afford to waste another man's time. But we can't do business unless we have a chance to get people interested in a proposition.

"You make it to people's interest to do business with you by studying to promote their interests—to give them something of value. We do the same. My firm has studied very hard to put this money saving and time saving article on the market, and I know it will be to your interest to look at it. A very few minutes will enable me to prove that it will prove one of the most profitable investments you ever made."

---

34 A.—"I DON'T LIKE NEW FANGLED THINGS."

"Mr. Blank, everything that is brought out is new fangled during the first day of its existence. Take any article that has been on the market twenty years; there was a time when it had not been on the market for more than a week, or a day.

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"The new fangled article of today is the accepted article of tomorrow.

"If no new fangled things were put on the market, if no changes were made and improvements were introduced, we should make no progress.

"Department stores were a new fangled method of selling goods not many years ago. Your own store is full of things that were new fangled not many years ago. And remember, Mr. Blank, that it is the storekeeper who first sells new articles that makes most money out of them. It is the man who first uses a time or labor saving device that gets the most advantage over his competitor.

"The fact that this article is new is no reason why you should turn this opportunity down. Give me a chance to prove to you the merits of what I offer you."

---

34 B.—"I DON'T LIKE NEW FANGLED THINGS."

"Mr. Blank, the reason that many retailers make only a scant living out of their business, while you are prosperous, is that they have plodded along in the same old fashion as their ancestors of twenty years ago. My observation tells me, despite your statement, that you have an up-to-date equipment in most respects, and in this you are wise. The problems of today cannot be solved by men who are gone. Their methods

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were good in their day, but not adapted to the needs and conditions of the present. A bookkeeper or accountant of ten years ago would have to learn a great deal to hold a position if he came back to life and started in a modern office.

"To be prosperous in the face of competition it is necessary to be more progressive than one's neighbors. Eagerness to try out new ideas and get the benefit of every up-to-date invention pays. We can't afford to reject new things merely because they are new.

"At one time it was a new thing to ride on a railroad train, to use an elevator, or to get a newspaper once a day. Now everybody fully realizes the tremendous advantages of railroads and daily newspapers. It is just as unreasonable for a man to be prejudiced against other new ideas as it would be to deny the merits of these institutions. I'm sure you do not take this position, or you would not be so prosperous. I'm sure you do not mean to take this position with me."

---

34 C.—"I DON'T LIKE NEW FANGLED THINGS."

"Mr. Blank, business methods, as you know, are revolutionized every few years. The business men of today use far better methods than those of even five years ago. You yourself are today doing

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business with methods far better than those in general use some years ago.

"Every office appliance, every invention for making sales bigger and expenses decrease, was called a new fangled thing at first. Cash registers, adding machines, addressing machines, were all new fangled in the beginning, yet the best business men today use these inventions.

"I dislike to see you overlook the merits of this article, Mr. Blank. I can show you that it will pay you to use it. Why let a dislike of new things cut down your bank account?"

---

34 D.—"I DON'T LIKE NEW FANGLED THINGS."

"Mr. Blank, you do not personally like many things you handle, but you handle them because you can sell them to your trade.

"If I could prove to you that you could double your sales and profits by putting in certain lines of goods, would you not be interested, even if your personal taste did not incline you to these goods for your own use? If I can prove to you that this line of mine will sell and increase your profits—if your customers will like it, should you be prejudiced against it because you personally would not use it? We are all vitally interested in whatever will make money. This may be a new fangled thing in the sense that it has not been on

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the market many years, but experience has proven that it is a big and profitable seller. It would pay you to give me a substantial order."

---

35 A.—"MY CUSTOMERS DON'T TAKE TO NEW FANGLED THINGS."

"But I believe they will, Mr. Blank, if you demonstrate the advantage and profit that lies in these new fangled things.

"You can move any man to action when once you have convinced his judgment. And surely you have the evidence to convince your customers' judgments in regard to this article's time and labor saving qualities.

"If you touch a man's pocket, Mr. Blank, you get his instant attention. If you can show Mr. Jones that he can save half an hour every day and a large amount of money every month by using this new appliance—and you can—he'll have no prejudice against it because it is new fangled.

"If you explain the numerous advantages of this article, you'll sell it without trouble. This has been the experience of hundreds of other dealers and it will surely be your experience."

---

36 A.—"ONE CAN'T BUY ALL THE NEW THINGS."

"You can safely trust to the judgment of such

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firms as Blank & Co., Blank Bros., etc., all of whom have bought this appliance.

"We had to demonstrate it with the utmost thoroughness before they would buy. And they have all retained it and are using it today. Surely you will acknowledge that you will be safe in following the examples of such concerns. They are in the same line of business as you; face exactly the same conditions; they are all hard-headed, successful concerns. Their action ought to be some guarantee to you that what I say about this appliance is true."

---

36 B.—"ONE CAN'T BUY ALL THE NEW THINGS."

"Mr. Blank, I don't want you to look at this article from the standpoint of its being new or old. I want you to consider it purely on its merit, or lack of merit, as compared with the old appliance.

"The old appliance was good in its day, until this was invented; it was the best on the market. No doubt it has paid for itself in your business many times over. That being so, you can afford to let it go if this device is any better. The sole question you have to consider is whether, if you invest in this device, it will pay you a bigger profit than to continue with the old. If it won't, you don't want it; and if it will, you can't afford

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to be without it. Let me go into particulars and demonstrate its superior value.

"It will pay you to take advantage of every improved appliance! Your time and energy is devoted to making money in this business. Any device or method which will save your time and energy, or that of your employes, is really a partner whom it would pay you to take into your business."

---

36 C.—"ONE CANNOT BUY ALL THE NEW THINGS."

"Mr. Blank, this particular new thing was manufactured in response to a definite public demand and need. Merchants like yourself, it was found, had certain conditions to face. That is what has made an opening for this article. The suggestion that it be perfected was first made by a merchant like yourself, who felt the need for something of the kind. If he needed it—if thousands of others have already discovered in the short time since it has been on the market that they need it (and we have sold thousands of them) —if such an army of other merchants have found it to their advantage to buy it, it will be to your advantage."

---

36 D.—"ONE CAN'T BUY ALL THE NEW THINGS."

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"Mr. Blank, it pays to get all things, new or old, that yield a good profit. Every day you do without this article, you are under a heavy handicap. Your competitors who now use it have you at a disadvantage.

"Modern conditions absolutely demand up-to-the-minute methods. The man who attempts to do business with methods which prevailed only twelve months ago, if his competitors are using later time and labor-saving devices and methods, is at a disadvantage none the less than he would be if he were using methods of twenty years back. His loss wouldn't be so great, but there would be a loss just the same. We can't afford even the smallest preventable losses in to-day's business race.

"If ten runners ran a race and one of the ten attempted to run in a heavy overcoat and ploughman's shoes, you would admit that that runner would be handicapped. A lighter overcoat wouldn't be so big a handicap, but it would be somewhat of a disadvantage. It would just as surely lose him the race. A racer can't afford to labor under any disadvantage, however slight. Neither can a business man who has to race with eager competitors."

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36 E.—"ONE CANNOT BUY ALL THE NEW THINGS."

"If you can turn them quickly and realize good

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profits, Mr. Blank, can't you buy them? The most successful retailer I sell to is a man who aims to buy all the new articles of merit as fast as they are put on the market. When asked about his success, he said: 'It is as simple as the alphabet. I have always made it a practice to read the advertisements, to keep well informed about the best products of the leading manufacturers. I was always prepared to take advantage of the constant movement toward higher quality goods that has been the most distinguishing fact in manufacturing and mercantile life; I educated myself to carry the best lines, and to keep putting in better ones as fast as they came out and made a hit with the public. Thus on the good reputations of others I built my own reputation.'

"This man buys all the new articles which the public would like to have. He knows that people are more interested in new things than in old things.

"Figure it out for yourself, Mr. Blank. The new must be an improvement on the old, or people would not spend thousands of dollars in manufacturing it. It must pass that test. Surely if the wholesaler finds that it will pay him to invest thousands of dollars in this line you can well afford to invest a small amount."

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36 F.—"ONE CANNOT BUY ALL THE NEW THINGS."

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"Mr. Blank, you know how people read the advertisements in the magazines and newspapers nowadays; you know that they remit millions of dollars annually to makers and sellers of goods on the strength of mere printed descriptions of new articles and new goods.

"The public appreciates the fact that every hour in the day and every hour in the year, inventors, manufacturers and brainy men everywhere are turning out better and lower priced articles than have been made before. They wish to take advantage of these new discoveries, and *better* goods.

"We know that life to-day, Mr. Blank, is vastly more comfortable than it was fifty years ago. Who has made it so, if not the inventors and producers of new things?

"You know that to get your advertising matter read, you must try constantly to say something new. It's the same with window displays; anything new or novel always attracts a crowd. This article has not only the merit of being new, but it also fills a real need better than any previous article of the kind.

"Let people see it and compare it with what they have used before, and you cannot help selling it. Our sales for blank months have been of blank volume. Our product is selling like wild fire all over the country.

"Why not let me take a trial order from you?"

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37 A.—"YOUR ARTICLE IS LIKELY TO BE A SHORT LIVED ADVERTISING FAD."

"Mr. Blank, have you ever reflected on the many thousands of dollars that have been made by the inventors of what you call fads? Enormous fortunes have been quickly accumulated and other fortunes await the inventors of hundreds of little appliances that are coming out in the next few years.

"You describe the article I am selling as a short-lived advertising fad; yet our company paid many thousands of dollars to get the patent. The article has been tried and tested by thousands of users and found satisfactory; its sales have been enormous.

"It is hardly fair to describe as a fad any article that saves time and money, or adds to the comfort of the public. You can see for yourself that this article has merit, that it fills its purpose better than any appliance on the market. I can give you the names of hundreds of establishments where it is having big sales. You are the first dealer I have offered it to in this town. The man who first handles a new line makes the most money out of it. Why not make the profit that surely awaits you in this line?"

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37 B.—"YOUR ARTICLE IS LIKELY TO BE A SHORT-LIVED ADVERTISING FAD."

"Mr. Blank, the advertising fad of to-day is

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the public necessity of to-morrow. You should not be prejudiced against this article because it is strongly advertised. That is one of the best assurances you could have that it is an article of merit.

"We could not afford to advertise it so strongly if we were not meeting with big sales. Our house is run by some of the shrewdest men in the country They would not tie money up in a poor proposition. They certainly would not spend money in advertising if they were not getting returns. Advertising that does not bring returns is a sheer waste of money; our house is too shrewd to waste a cent. We have already created a public demand by advertising and we are going to increase that demand by more advertising. Every cent we spend in advertising brings business into your store.

"Instead of being prejudiced against us because we advertise this article, you should consider that one of its strongest points."

---

37 C.—"YOUR ARTICLE IS LIKELY TO BE A SHORT-LIVED ADVERTISING FAD."

"Think of the innumerable things to which that remark has been applied, but which have had big sales and are still selling to-day.

"If this article did not sell we would not advertise it at all, and since it does sell, we shall con-

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tinue to advertise it. It will not be a short-lived advertising fad. The experimental stage has passed. Our advertising appropriation this year is now bigger than it was last year and it will be still bigger in the future. You will dispose of your stock long before the effect from the present advertising is over, even if we never did any more advertising. But we are going to advertise even more heavily in the future.

"If this is an article of merit, it will not have a short life. Remember that no new article of merit has ever disappeared from the market until something better was brought out to take its place. This article has been on the market only a year or so, but the manufacturers spent many years in working it up. It will take an equal time to get up something better, and meanwhile this article will continue its heavy sales. You will make no mistake in putting it in."

---

37 D.—"YOUR ARTICLE IS LIKELY TO BE A SHORT-LIVED ADVERTISING FAD."

"That has been said, Mr. Blank, about almost every article of merit, when first put on the market. When umbrellas were first invented hundreds of people said the idea was only a fad. The same thing was said about the typewriter, the telephone and the phonograph. People never be-

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lieved when they first saw these things that they would ever come into real use.

"Based as it is on the public's need, this article has met with big sales wherever it has been introduced. It is not a fad. The day of experiment and doubt is over, Mr. Blank. We are backed by heavy capital. The article is splendidly advertised and will certainly make money for you, as it has done for the other dealers who handle it.

"It will add to your prestige as a dealer in up-to-date goods. You will not regret giving me an order for it."

---

38 A.—"OUR PRESENT LINE IS SATISFACTORY."

"But if I can give you something better, is your present line satisfactory? Isn't it satisfactory because you believe it can't be beaten?

"When a bridge is to be built, or a skyscraper constructed, the best way to get offers of highest quality work or lowest prices, is to ask for bids from several concerns. It is the same here. It will pay you, I believe, to get our prices and try out our goods. See what we can offer you and how our proposition compares with the one you accepted from our competitors? Even if you don't buy steadily from us it will help you to get better arrangements with them. If a wholesale house learns that one of its former customers is buying elsewhere, it will redouble its efforts to

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give satisfaction. It will strain a point to regain lost trade.

"You have the right to buy in the cheapest market as well as the wholesaler. And the house which does not bestow its orders on a basis of pure merit alone will inevitably lose money in the long run. It may be that our competitors whose line you are handling have us beaten. Let me show you our proposition, so that you can decide."

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38 B.—"OUR PRESENT LINE IS SATISFACTORY."

"Granted that it is satisfactory at present, Mr. Blank, I submit that that does not prove you would not be more satisfied with ours if you put it in.

"A man might be taking $100 a day out of a mine and be satisfied, but show him a way whereby he can take out $200 a day and he will immediately become strongly dissatisfied with the old method.

"Investigation will tell the story, Mr. Blank. It is possible for a concern to miss chances for profit through dealing with the same wholesale house year after year.

"Does it not stand to reason, Mr. Blank, that a house which, like mine, is securing a great amount of new business, must be offering excep-

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tionally good bargains in order to secure new trade? Our trade has been obtained by inducing houses like yours, which have previously traded steadily with old established wholesalers, to give our new enterprising house a trial. Then we get repeat orders.

"What it has paid other retailers to do will pay you to try also. Let me show you our line."

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38 C.—"OUR PRESENT LINE IS SATISFACTORY."

"Even if that were so, the method we have of enabling you to introduce our goods to your customers makes them better worth your while than your present line. We provide you with material for an ingenious advertising campaign that will set this whole town to talking and we pay part of the expense ourselves. In the neighboring town of Blank, for instance, last week the whole town was talking about a clever advertising scheme which was used by one of our dealers. He sent a man out around the town who dropped on the street every now and then, when no one was looking, a metal ring, to which was attached a couple of pasteboard keys which were silvered over and looked like steel. Each key had a number on it. People began to find these keys all over the city immediately after they were dropped on the sidewalk. At the same time a unique advertisement

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appeared in the newspapers, stating that John Smith & Co. (the merchants who handled our line) had lost a key ring on which two keys were hung. The advertisement stated that a certain number was stamped on the keys and that John Smith & Co. would give a certain article (one of the articles of our line) free to the person who would return the key stamped with this number. For several days people found these keys all over the city. Finally the whole town was talking about them, and a great number of people came into the store to see if they had the keys with the right number. The keys with the right number were not dropped until the last day. The award was announced in the newspaper in a very interesting write-up that told some of the comical and serious incidents of the advertising campaign in a very readable way. Of course this article was cleverly written to advertise the line of goods as well as to make interesting reading matter. It sent people into John Smith & Co.'s store. This is only one of the number of such unique advertising schemes which we have worked out—which have been tried and tested with great success in other towns, and which, therefore, we know in advance will succeed in your town. Our competitors may furnish you with a good line of goods, but we are furnishing you not only with a line of splendid goods, but with a unique and original method of attracting attention to them and to your store."

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38 D.—"OUR PRESENT LINE IS SATISFACTORY."

"No doubt you are giving your present customers satisfaction, Mr. Blank, but our line has features that will enable you to draw new customers who are not now patronizing your store. You know novelty attracts people. They are always alert to new things. Fresh stocks of goods have drawing power. Changes always attract attention. Let a new building go up on a corner in your town and thousands of people would comment on it who would never make a remark about a building that had been standing for years. A new store started in a new town always finds a certain number of people who come in to look it over and inspect its stock of goods. Sometimes the merchant holds this trade and sometimes he doesn't, but the new store at least attracts attention. Similarly a new line of goods a little out of the ordinary will attract attention and draw more people to a store than an old line, even though the line handled before may have been a good one. Your present line may hold the people that are now trading with you, but a new line will immediately stimulate increased interest and draw new trade."

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38 E.—"OUR PRESENT LINE IS SATISFACTORY."

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"A new line of goods always gives a merchant an opportunity to make talk. You know how you welcome those seasons of the year when you put in your new spring stock or your new fall stock. You always find that your announcement of a Spring opening or a Fall opening attracts attention. By putting in a new line of goods, a merchant has a chance to have an opening sale and make announcements and attract attention just as he does at the Spring and Fall opening. You know the story you read as a boy of the king who found that the announcement of his birthday pleased his people so much that he used to announce a new birthday every month in the year. He may have been stretching the truth a little in following this custom but he had at least an appreciation of how to please his people. The oftener a pleasant announcement is made, the better people like it. The oftener you have a chance to get before the public with announcements, the better off you are, and putting in this new line will give you a chance to make talk in the newspapers and to your customers who come into the store, and work up increased interest in your business."

---

38 F.—"OUR PRESENT LINE IS SATISFACTORY."

"One great merit of our line is, that you do not have to argue to prove its value. It is instantly

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attractive and looks its value. Goods are like men in many respects. Some men of the right sort do not make a favorable impression at first, and others bear outwardly the appearance which indicates good qualities within. There are some lines of goods of sterling value, whose value has to be pointed out; it does not appear at first sight. But there are others that make a favorable impression the moment they are seen. Our goods are of this kind. We have devoted special care not merely to making sure that they have special value, but that they shall be attractive and shall look as good as they really are. We believe that in this point we have gone a step beyond our competitors."

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38 G.—"OUR PRESENT LINE IS SATISFACTORY."

Answer:

"The last stock in town is always the newest. Human nature is such that people are always on the lookout for the latest things. We all have the itch for novelty. Thousands of books have been written for hundreds of years back and are now on sale which are superior in merit to the new ones coming out every day, but this trait in human nature—the desire for the latest things—makes the new books good sellers. Similarly the merchant who puts in the latest line of goods has

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a temporary advantage over his competitors. People will come into his store after the line and if he once gets them into his store, he has a big opportunity to make a large part of their trade permanent."

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38 H.—"OUR PRESENT LINE IS SATISFACTORY."

"Some of the methods which we supply you and by which you can introduce our line to your customers are so novel and surprising that they will secure you a lot of free advertising. They will bring you write-ups in the local papers and will cause allusions in conversation to your enterprise. All this means increased publicity and reputation for you and more trade from your town and its suburbs. When people read and hear more about a merchant than they do about his competitors, he is bound to receive increased trade. Our unique advertising and introduction plan will be worth hundreds of dollars to you. You can spend twice the cost of the line of goods you are putting in in advertising in the ordinary way without attracting half as much attention."

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38 I.—"OUR PRESENT LINE IS SATISFACTORY."

"I want to call your attention to one feature of the advertising plan with which we supply you.

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You have heard, of course, of newspaper syndicates. Many newspapers in the country, which could not afford individually to buy articles from, say George Ade or Peter Dunne (Mr. Dooley) are able to buy these articles when they are syndicated. For instance, George Ade's 'Fables in Slang' were syndicated. The man who bought the articles from George Ade made an arrangement with thirty or forty newspapers to supply each newspaper each Sunday with one of the fables at about one-twentieth of the price that any individual newspaper would have been obliged to pay for it if he had bought the article direct from Mr. Ade. The syndicate plan, possible because there are so many newspapers in the country, has made it possible for each newspaper to secure great feature articles at slight cost. Now, just as there are many newspapers in the country, so we have many dealers. We could not afford to get up an advertising plan like ours for any single dealer, but we were able, because we have so many dealers, to spend a large amount of money in hiring clever experts to work out an advertising plan which could be used by all of these dealers. We offer you certain advertising features to bring trade into your store that would cost you, if we had them prepared for you especially, several times the cost of our entire line of goods. If you handle a little known line, you do not receive any such advantages as these, which we are able to offer you. Even if you fail to make any profit

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from the sale of our goods (which, of course, is impossible) the advertising you would derive from our plan would make it well worth your while to put in our line."

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38 J.—"OUR PRESENT LINE IS SATISFACTORY."

"People come into your store every day, Mr. Blank, and buy goods from you, who felt the day before that they were satisfied to buy at your competitors' stores. That was because they had not happened to look into your window and note that you had some things which your competitors do not carry. You would never get new trade, Mr. Blank, if the people of this town who had formerly traded with your competitors and were satisfied, did not occasionally happen into your store or look into your window and investigate to see what you could offer them.

"Yet when they do investigate they find that you can interest them, even though they had been satisfied before to trade with your competitors.

"Why not apply that in my case? You have been doing business for a number of years with one house. Is it not good policy to give some other house a chance to show what it can do for you? If you meet a man who has been trading for ten years with your competitors, wouldn't you feel like saying: 'Why don't you come to my

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store once in a while; it would pay you to investigate?'

"That is what I would like to ask you to-day. Come and investigate. Allow me to show you my line to prove that it would pay you to deal with us. If I cannot do so, don't buy, but at any rate investigate."

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39 A.—"YOUR LINE IS NO BETTER THAN THE LINE I AM HANDLING NOW."

"Even if I granted for the sake of argument that this is so there are still strong reasons why you should put in our line. We can give you a far better guarantee, which will enable you to cement still more strongly the confidence of your customers. Think what it will mean to you to be able to tell a customer that if he buys an article from our line, you will repair or replace it if it does not give him satisfaction, or else return his money. Our guarantee puts you in a position to be able to do this, as we, in turn make good your losses. This will strengthen your customer's confidence in you, and in all the other goods you carry in your store."

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40 A.—"OUR PRESENT SYSTEM IS SATISFACTORY."

"The fact that your present system is perfectly satisfactory, Mr. Blank, is no evidence that it

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could not be improved. Stage coaches gave satisfaction, but that did not prove that the limit of merit in methods of locomotion had been reached in them. Steam engines gave satisfaction, but that did not prove that they could not be improved upon, as they were later in the electric motor. Often a thing gives satisfaction because we have no chance to compare it with something better. If you once fully understood the merit of the thing that I am selling I know that you would not be satisfied with what you have now, however content you may be at the present moment."

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41 A.—"OUR PRESENT ARTICLE IS SATISFACTORY."

"Mr. Blank, some years ago Andrew Carnegie had some buildings erected. When they were nearly completed it was discovered that since the work was begun a new invention had come out which would greatly improve the structure and would give the buildings very great advantages. To effect the improvement it was necessary to tear down the almost completed buildings and erect them anew. This cost money; but it did not cost as much as Carnegie would have lost in the next few years if the improvements had not been introduced. Mr. Carnegie had his manager figure up the comparative costs and then had the buildings torn down. They would have

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been perfectly satisfactory to him if meanwhile new and better construction had not been invented.

"If your system is at present satisfactory, Mr. Blank, it is because you have not until just now had the opportunity to learn of the greater advantages I can offer you. If I cannot prove to you that I have these advantages I do not expect you to buy. But can you afford to turn me down without a hearing?"

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41 B.—"OUR PRESENT ARTICLE IS SATISFACTORY."

"Your present article, Mr. Blank, no doubt is giving you satisfaction, as you say, but it wouldn't give you satisfaction if you knew there was something better. I can prove to you that there is something better if you will give me an opportunity. I am not asking you to buy anything at present. I am merely asking you to give me a chance to prove that I can increase your profits. How can you be certain that you have the best system or article if you refuse to investigate any other systems or articles? It is only the man who knows something of all that can be certain that his is the best."

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41 C.—"OUR PRESENT ARTICLE IS SATISFACTORY."

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"You know the story, Mr. Blank, of the man who stood on London bridge and offered gold pieces to the people who passed. They were so certain that no man would give away real gold pieces that they wouldn't even take one into their hands to investigate it, and he found no one willing to accept them. A little investigation would have proved to them that they were missing an opportunity. I am not giving away gold pieces, but I am offering you something that has a practical money making value in your business. How can you be certain that it has not if you will not investigate it? How can you be certain that you do not want this in your business if you refuse to let me discuss and explain it to you? How can you be certain that a thing is not of value before you have investigated it?"

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41 D.—"OUR PRESENT ARTICLE IS SATISFACTORY."

"Mr. Blank, both you and I know of businesses which have taken sudden jumps and have increased with startling rapidity. That means that some one in the concern had suddenly grown dissatisfied with the course of events as they had been running and had dropped all the old methods and worked improved methods to the limit. Does it pay to be satisfied in business? Shouldn't a man be always eager to learn of anything which

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is claimed to be better than the thing he is using? He does not need to buy it, but he ought at least to learn all about it. It is only by keeping posted that we can lead."

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41 E.—"OUR PRESENT ARTICLE IS SATISFACTORY."

"You say you do not care to take this matter up. When Mr. Westinghouse first took his air brake to Mr. Vanderbilt, Mr. Vanderbilt refused even to look at it, saying, 'I have no time to waste in considering wild schemes.' This action of Mr. Vanderbilt's cost him millions of dollars. It pays to look into matters connected with our businesses. Any article that it is claimed would be of advantage to you in your business deserves at least an investigation."

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41 F.—"OUR PRESENT ARTICLE IS SATISFACTORY."

"You are constantly urging your employes, Mr. Blank, not to be satisfied with their results or methods but to strive persistently to improve them. It is because you take this attitude that your concern succeeds. If this is the right principle for your employes to apply, can you afford not to apply it in the purchase of the things that you use in your equipment for business? Your

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success depends largely upon the perfection of that equipment. The only way to keep it perfect is to be continually improving it."

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41 G.—"OUR PRESENT ARTICLE IS SATISFACTORY."

"If all men took the attitude of being satisfied with conditions there would be no progress. It is the discontented and dissatisfied man who gets ahead fastest. The man who believes there is always something better than what he has and wants it and goes after it; the man who says, 'I am after the best and if anyone approaches me with a proposition that seems reasonable I am willing to take a little time to find out if there is anything in it for me;' it is this spirit that stands for progress and success. We have got to be pushing on all the time in search for something better if we want to keep in the lead of the procession."

---

41 H.—"OUR PRESENT ARTICLE IS SATISFACTORY."

"You say that you do not care to take this matter up, that you are satisfied with what you have now. Almost every one I meet begins by saying that. The best users and strongest backers I have all began by saying that to me. If I had taken them at their word, both they and I would have

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missed an opportunity. They thought they were satisfied, but when they realized what I could do for them they found they were not, after all. Mr. So-and-so on Such-a-street is one of these men, for instance. You know him. He told me a week ago that he was absolutely satisfied with the article he was using, yet I later made a big sale to him. That was because he gave me a chance to show him what I had. I honestly believe that if you will let me show you the advantages of the thing that I am selling my interview with you would result in the same way."

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42 A.—"I HAVE NEVER HANDLED THIS LINE BEFORE AND DON'T WANT TO CHANGE TO IT NOW."

"Mr. Blank, you do not seem to have specific objections to the line. Your reluctance to buy seems to be based on the general fact that you do not like to introduce changes. If it will pay you to make the change, why should you hesitate? Why put off until to-morrow what would be a good thing to buy to-day?

"The fact that you have never handled this line before is in itself no reason why you should not begin to handle it right away. Of course, if the line won't pay you, you don't want it under any conditions. If you had had it here fifteen years and were losing money on it this year, you would

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not keep it simply because you had always had it. And if you have never handled it, you ought not to refuse to handle it, simply because you never have done so.

"A little leak will sink a ship, Mr. Blank. One wrong principle will wreck a business. Adherence to the principle of not making changes where changes would be profitable will surely cost you money.

"You admit that this line is all right—you admit that the price asked for it is all right; yet you continue to hesitate about putting it in. I honestly believe that you are standing in your own light—that you are passing up an opportunity. I believe that if you do not let me have your order now, you will be sorry you didn't, tomorrow.

"I want your trade in the future and would not urge you to put in this line if I did not know you could sell it."

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42 B.—"I HAVE NEVER HANDLED THIS LINE OF GOODS BEFORE AND DON'T WANT TO CHANGE NOW."

"If you have never handled this line you have missed an opportunity for additional profit. Your interests lie in handling everything that will increase your profits and nothing that will not make you a profit. You should add every possible line that will pay you. Growth always means addition. It would be illogical for a man to say that

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he would never build an addition to his house because originally he built it a certain size. It would be equally illogical for a merchant to say that he would not handle a certain line because he had never handled it before. If he had handled it for twenty years he ought to drop it if it did not make him a profit, and if he had never handled it he ought to be eager to handle it, provided he could see that it was reasonably certain to pay him. It is true that a man who sticks exclusively to lines that have paid him in the past is reasonably sure to make a profit from these lines in the future, but think of the additional profit that he may have missed all this time by not widening out with other lines."

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42 C.—"I HAVE NEVER HANDLED THIS LINE BEFORE AND DO NOT WANT TO CHANGE NOW."

"May I ask you a frank question, Mr. Blank? Is it not true that you are using methods to-day that you did not use a number of years ago? Is it not true that you are handling lines of goods to-day that you did not handle a number of years ago?

"Have not the changes that you have made all profited you? Haven't you gone ahead by continual change? I know from your success that you must have made many changes. The success-

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ful man will change his plans every day if thereby he can increase his profits.

"The mail order houses, the big department stores, never fear to change. They are always on the lookout to make changes for the better. It is because of this adaptability and readiness to take advantage of every opportunity that they have such enormous sales.

"Do you really think that because you have never handled a certain line before is a reason why you never should handle it? Isn't the real question the question as to whether the change would be of advantage to you? Isn't that really the only question that you should consider? A change for the better is always advisable. Let me prove to you that it would be to your advantage to change to my line."

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43 A.—"I CANNOT BUY WITHOUT CONSULTING MY ABSENT PARTNER."

"Mr. Blank, when two men go into partnership, by that very act they show their faith in each other. Each man practically says: 'You and I have entered into a partnership because we believe in each other's ability. If we did not have this belief and if we did not have equal ability, one of us would be an employe working for the other.' You would not have entered into this partnership if your partner did not have confidence in your

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judgment. If he didn't have that confidence, he wouldn't be your partner; if he didn't have that confidence he wouldn't be absent from the business at the present time, leaving you in charge of it. You know that he believes in you just as you believe in him. You know that he will accept your judgment. You cannot consult him in everything you do any more than he can consult you. It is because you wish to divide the work and responsibility that you two entered into a partnership.

"If my proposition were so weak that you couldn't justify to your partner your act in accepting it, you should not have anything more to do with me. But your judgment tells you that this is a good proposition. You are thoroughly convinced yourself. If you were to take the matter up with your partner he would no doubt say to you: 'You have taken the time to go into this matter; you understand it. Whatever you say is all right.' If he didn't have that faith in you, he wouldn't be your partner. In signing this order you will be acting for the best interests of your firm. Your partner can ask no more of you than that."

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44 A.—"I CAN'T BUY WITHOUT CONSULTING MY WIFE."

"What would your wife say, Mr. Blank, if you had an opportunity to make $100 and didn't do so, merely because she was not at hand to advise

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you? What would she say if this place caught fire and you did nothing merely because she wasn't around to tell you what to do?

"You will admit that there are scores of occasions when you have to use your own judgment to make money or to save money without consulting your wife. Where do you draw the dividing line?

"I take it that the interests of yourself and your wife are identical. Whatever benefits the one benefits the other. If you make a stroke of business, such as I ask, she is bound to be pleased. If you don't and she comes to realize you have lost money through hesitating in the wrong place, she will blame your judgment.

"We all have to use our judgment, Mr. Blank, on hundreds of occasions when there is nobody around to advise us what to do. The best employe you have is the man who does the right thing without being told. The best husband is the man who can act quickly for both his own interest and that of his wife without having to consult her.

"I take it that you know this business from top to bottom, that you make money here, that you opened this store and have made a success of it, mainly because of your own efforts? Your judgment ought to be good. Your success proves that it is good. You can make no mistake in buying this line. You buy on the merits of the goods. If your wife were right here she could not deny

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that I am offering an exceptional bargain. She would certainly advise you to buy. You will be acting in her best interests and your own by signing this order."

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45 A.—"OTHER CONCERNS ADVERTISE MORE THAN YOURS DOES."

"If I should grant, Mr. Blank, for the sake of argument, that other concerns are spending more money at present for newspaper and magazine space than we are, the fact remains that ours is the best advertised line in the country. The best advertisement that any article of merchandise can have is a big body of satisfied users, and we have the biggest body of any concern in our line in America. Our product has been on the market for a great many years. It has behind it a reputation for quality that is known to hundreds of thousands (or millions) of people.

"When a product has been on the market as ours has for many years, with large sales every year—when it has given such satisfaction that the sales have gone on doubling and trebling year after year—when the great body of the public is familiar with its merits through having used it and having been pleased by it, you cannot say that it is not well advertised.

"When our competitor runs advertisements in the magazines, he is merely making assertions about his product. That is one kind of adver-

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tising and a very good kind, and it has its effect; but it is not so good a kind of advertising as the good word that is spoken about the product, not by the manufacturer himself, but by thousands on thousands of satisfied users. No temporary splurge of advertising by a competitor can overcome the reputation of years which our product has acquired."

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46 A.—"OTHER CONCERNS ADVERTISE JUST AS MUCH AS YOURS DOES."

"But have you ever noticed the quality of advertising that we do? Any unprejudiced advertising man will tell you that it is the most unique and original advertising that is being put out by any concern in our line of business. The copy is prepared under the special supervision of Mr. Blank, who has a national reputation in this work. He planned the entire series of advertisements and personally wrote most of them. Notice the quality of the illustrations that we use. Of course the effectiveness of an advertising campaign does not depend entirely upon the amount of space used or upon the number of circulars mailed, but also upon the quality of the copy. A thousand salesmen on the road for a concern couldn't sell anything if they didn't present their proposition well—if their talk was not effective. The advertisements that we run are salesmen for you and for us, but if the talk in those advertisements is

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not of the right quality the advertisements will not help sell any goods. A man might take space in a newspaper every day the year round and not produce any particular effect if his copy was not good, or he might run advertisements in a thousand newspapers with equally poor effect. Just run your eye over some of these proofs of our advertisements and compare them with those of our competitors. If you had a force of salesmen on the road, you would want them to be the best salesmen you could procure. Similarly, if you are going to put in a line because, among other reasons, it is extensively advertised, you want to choose a line whose advertising is the best."

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47 A.—"WHAT I HAVE IS GOOD ENOUGH FOR ME."

"Mr. Blank, no one knows better than you that in every line of business, the competitive struggle is cruelly intense. In manufacturing, in wholesaling, and more than anywhere else,—as you know —in retailing, this is true.

"The man who forges ahead of the crowd is the man who makes the freest use of other men's brains and devices—the man who is never content to let well alone so long as any department or work in his organization can be improved.

This rule applies everywhere. The individual who gets the best value for his money is the man

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who investigates everything good, keeps abreast of progress and never admits that what he has is good enough for him.

Should a man be content to wear an inferior suit of clothing, if at the same price you can sell him an excellent all-wool suit? Suppose he said to you: 'What I have is good enough for me; I don't want to buy your clothes.' You might say, 'That's all right, please yourself; but honestly, you're getting the worst end of the deal.'

Mr. Blank, it will pay you to buy from me."

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48 A.—"THE PRESENT ARTICLE DOES THE WORK ALL RIGHT."

"Mr. Blank, the greatest possible efficiency and the smallest possible waste in a business are secured only through constant care and an unceasing search for every worthy improvement.

"Dissatisfaction with present conditions is what drives us all on to better conditions. This is true in a business concern just as much as with an individual.

"The National Cash Register Company offers a good illustration of this. There is a department in that concern which does nothing else all day but handle suggestions from employes as to how certain improvements can be effected. All accepted suggestions are paid for in hard cash, because the using of them means a bigger dividend

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at the end of the year through time and labor saved. The company is never satisfied with its methods. It seeks continually to improve them. The president says that that is why he sells so many million dollars' worth of goods each year.

The more you are dissatisfied with present methods the more certain you will be to get better methods. Satisfaction with present conditions is a foe to all progress.

"If I should put in my article I believe you should still be on the lookout to see if in the future you could get a better one. And if we can't prove to you that we have the best and continually keep the best, you ought to change whether you have our article, or some one elses'. What you have should never be good enough for you if there is something better on the market.

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49 A.—"I CAN GET ALONG WITHOUT IT."

"Mr. Blank, suppose I could let you put in this device and pay for it after you had made a profit on it. Wouldn't you take the offer?

"You know that it will pay you to install it; there's no question at all about that in your mind; your main objection is the initial expense. Rather than pay that, you prefer to get along without it.

"Now, Mr. Blank, if you had a chance to rent a store at a good corner and a chance to rent one in a very poor location, wouldn't you do your ut-

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most to get the good location? It would cost more; yet you know it would be profitable, while the other location would not. You would have to pay more rent in advance, yet that fact wouldn't trouble you; you would know that the corner location would soon pay back the money.

"Mr. Blank, it would pay you to put in this appliance, though you would have to pay something which you would not if you got along without it. To get along without the well located store wouldn't pay you; you would waste your time and money there to a great extent. To get along without this appliance will cause you a loss of profit. It will pay you handsomely to invest in it."

---

49 B.—"I CAN GET ALONG WITHOUT IT."

"Mr. Blank, you imply that you would like to have this article but that you can just manage to scrape along without it.

"A big city bank could get along without adding machines, without typewriters or the latest systems of bookkeeping. They would be able to declare profits at the end of the year, but they would surely lose a certain amount of profit through trying to cut down expenses after this fashion.

"It is not what you can get along without that makes money in your business. You may be get-

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ting along without some productive man, who is working for your competitor. But he makes you no money. It is what you have that makes you money, not what you get along without.

Mr. Blank, this article will work for you as a money-maker and cost but a little to install. Why be without something which will pay for itself inside of a few months and continue to make money for you for years afterwards.

"It is the business man quick to grasp every opportunity who makes most money. It will pay you to invest in this article. You can't afford to be without it a single day longer."

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49 C.—"I CAN GET ALONG WITHOUT IT."

"Mr. Blank, this appliance bears the same relation to you and your business that a barometer bears to a ship.

"No captain would think of putting out to sea without the barometer. By its use he can tell the approach of storms. It gives him information of impending danger BEFORE that danger appears, thereby enabling him to reef his sails and make everything snug.

"The system made possible by this appliance fulfills the same function in your business. It not only tells you of approaching danger; but it tells from what quarter that danger is coming and prevents it. It gives you vital information about

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your business. It locates leaks and losses that without it, you would never know occurred. It enables you to guide your business and avoid trouble that would otherwise surely visit you."

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49 D.—"I CAN GET ALONG WITHOUT IT."

"Mr. Blank, you tell me you 'can get along without' my line. That sounds to me like a tacit admission of your interest in it, and your desire to buy if you were only convinced of the economy or practical sense of such a measure. We usually apply that phrase, 'I can get along without it' to things which we would like to have, but which we are forced to regard as an unwarrantable indulgence. The words imply a measure of self-denial.

"Now I am here to show you, not how fine my goods are (that you can see for yourself), but how much profit there is in them for you. The economy of your business will be best served by your installing them. How do I know this? I know it by the number of re-orders which my customers have turned in voluntarily within the last six months. Surely they have made a handsome profit on the goods, or they would not, of their own accord, send in two, and sometimes three, re-orders in the season.

"There isn't a doubt in my mind that any of these customers could have 'got along' without

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this line. If they had denied it to themselves, and denied themselves as well the profits that have accrued to them from it, they would still have been in business; but they would not be so well satisfied as they are at present with the results of their business.

"If we are going to get along with just the things we *couldn't* get along without, there wouldn't be any stores or houses. The Indians didn't have these conveniences and thousands of others which are important in our modern life, but still they managed to get along. Now-a-days it isn't the things we can get along without, it's how far ahead of the other fellow we can get *with the things that will help us to get there.*

"If your customers were to take the same attitude and to say to themselves: 'Well, I can get along without this new thing or that,' what effect would such a line of reasoning have on your business? Wouldn't your customers be denying themselves many advantages within their reach?

"The stock which you carry indicates your commercial standing just as a man's clothes indicate his social standing and degree of prosperity. You can get along without this new, stylish, up-to-date stock that people like to look at and like to buy, but isn't it your duty to yourself, Mr. Blank, and to your customers to install the best goods obtainable in your store—to be thoroughly progressive and modern in all the departments you handle? It is desirable that people should class you

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as prosperous, and enjoying a prosperous trade. Isn't it a matter of policy as well as a matter of pride, to buy not only the things which you cannot do without, but also the things which you can do well with?

"If all the different kinds of things that the public buys for any purpose whatever could be assembled in a great heap, how large a part of that mass would contain things which people buy because they cannot get along without them? It would be a small percentage of the whole. The great bulk of that heap would contain things which people could live without, but which they feel better, more prosperous, more progressive for having, and are therefore willing to pay their money to own. There is more profit in catering to the tastes and conveniences of a man than there is in catering alone to his bare necessities. His necessities are soon supplied, but his tastes are an insatiable appetite; and he is always willing to spend money for conveniences which will facilitate him in making more money, or preparing to make more money.

"There is a profit in this line because it sells readily; it sells readily because it pleases people who won't want to get along without it, once it has been brought to their attention. Don't practice useless or ill-advised self-denial, Mr. Blank. Your competitors, and not your business, will be benefited if you do. Unquestionably, you can manage to 'get along without' this line; and with-

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out the increased profits which it would bring you. But surely it is better wisdom to take the line and the profits, too."

---

49 E.—"I CAN GET ALONG WITHOUT IT."

"Mr. Blank, does the fact that you can get along without it prove that it would be the wisest course to get along without it? It may be that you can get along without it, but you will surely lose money that you might as well make.

"A man in your employ earning fifteen dollars a week might truthfully say, if you offered him a position that would pay him twenty dollars, 'I can get along without the extra money.' But why should he do so? Wouldn't it be wise for him to earn the extra money if you offered him the chance?

"The question is not whether you can get along without the article, but whether you would not make money if you had it?

"If you had to, you could get along without a great number of things that you have in your store. You could get along without a show window; you could get along without some of these convenient fixtures; you could get along without some of the lines that you are handling at present. But if you should get along without these goods you would lose money. If they will make you a profit you need all of them, even though you could get along without them. And if this

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article will make you a profit you need it. I am here to prove to you that it will make you a profit. Let me give you the particulars of my evidence."

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49 F.—"I CAN GET ALONG WITHOUT IT."

"Why get along without it, Mr. Blank, when you can get along so much better with it?

"Wouldn't it be poor policy to throw away your typewriter, discharge your stenographer and write fifty letters yourself every day by hand? You could do this, but would it pay you?

"Your time is worth money to you. You have only a limited amount of it; you can't afford to use it up on non-essentials and get along without the fulfilment of important duties. You must put your time and energy where it will bring you the biggest results.

"The most successful man, Mr. Blank, is the man who makes his time achieve most for him. This appliance will save you time. It will make the time of your employes yield bigger returns, It will mean a heavier bank balance for you at the end of the year.

"You can get along without this article, Mr. Blank; but you can get along 100 per cent better with it. Why not let me take your order now? It will be one of the best investments you ever made."

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50 A.—"I HAVE MADE MONEY IN THE PAST WITHOUT USING YOUR ARTICLE."

"Mr. Blank, you admit, that this machine (or system) would save you some money. Let us figure out how much.

"You say you have .... employes doing this work. You will admit that at the lowest estimate this system will save .... minutes per day for each employe. That is, in a week it will save .... hours. Reckoning the time worth .... cents per hour, that amounts to $..... That is right, is it not, Mr. Blank?

"Well, that weekly amount figures up to $.... per year. That shows what this system (or device) is worth.

"Now, Mr. Blank, if you could hire this device you would be perfectly willing to pay .... cents per week rental. But reckoning the life of the device at ten years, it will only cost you to buy it one-fourth of what you would be willing to pay to hire it.

"If you rented it as above you would pay for it in three years, but then you wouldn't own it. By purchasing it outright, however, you get the advantage of another seven years of service absolutely free, and all that time you would own it and could sell it for a good price.

"Figuring that you absolutely save .... per year through buying this device and that the purchase price is only $...., you will have made in

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ten years at least .... hundred per cent on your investment."

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51 A.—"I HAVE DONE WITHOUT IT SO FAR."

"Mr. Blank, the fact that a man had done without fire insurance for a certain length of time wouldn't prove that it would pay him to get along without it all the time.

"Protection in business pays big dividends. It pays to protect yourself against fire, accident and the thousand and one little leaks which run away with the profits.

"You admit that this article will save time, but say that your employes have done the work so far without it, and hence you imply they might just as well follow old methods and enable you to avoid incurring this expense.

"A man does only so much work each day. His capacity is limited. That is why you have to keep on hiring additional help. Admitting that a stenographer can write say sixty letters in a day—if you learned a new method which would enable each of your ten stenographers to write seventy letters in a day every day for a year wouldn't it be worth paying something for? Your bookkeeper can do just so much in a day and no more. If you could put in a device which would increase his working power—enable him to do 50 per cent more work—would you be justified in

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making a small investment to secure this increased profit? Your employe could receive 50 per cent more salary without loss to you. He'd be worth it if you had to pay it.

"Mr. Blank, the same argument applies exactly to this mechanical device, which will save time. This article will enable your employe to do his work in at least (one-tenth) less time, and therefore it is worth (one-tenth) of your employe's salary per day. The time that he formerly spent on mechanical work, which this device can do better, he can now devote to other profit-making work for you.

"If this article only saved three per cent of your employe's time every day, it would still pay you to buy it; but it saves much more than that. (Figure up the exact saving.) It is something which you cannot afford to be without. It will pay you to get this device into your establishment without delay."

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51 B.—"I HAVE DONE WITHOUT IT SO FAR."

"Granted that you have, Mr. Blank, surely you do not mean to tell me that you are not going to take advantage of an article like this, merely because you haven't used it up to this time.

"You won't hesitate to take advantage of a business plan, merely because it is new?

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"You don't wish to allow your workers to do what can be done by this system better and more cheaply?

"Using this device will systematize your business and enable you to devote more time to money-making plans. The biggest salaries paid are not for doing mechanical work, but for thought, planning, knowledge and ability to handle men. You should have time free for these things and this work. The best brains in an organization should be devoted to going after new business, to perfecting the policy of the house and general all around wise management.

"The more time you give to planning, the more money you will make. Why let your time be eaten up with details that this machine (or system) can take care of?

"Thousands of other business houses like yours have adopted this device. So long as you are without this article you are at a disadvantage."

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51 C.—"I HAVE DONE WITHOUT IT SO FAR."

"Mr. Blank, the head of one of the biggest concerns in this country stated that a business house commences to make great headway only when it learns to have the courage to discard equipment and methods which are getting obsolete and put

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in equipment and methods which are absolutely up to date.

"Just glance at that clock, Mr. Blank. Notice how steadily it ticks away second after second, minute after minute, hour after hour. It measures off a commodity far more valuable than any other. The great trouble with old systems and out-of-date methods is that they waste time. Time lost is lost forever.

"The grand merit of this article is that it is a time saver, and therefore a money saver. You expect to make so much profit every day on your work. Therefore, the longer your working day is made, the more hours in that day that are made productive, the more money you make.

"You pay your employes for their time. You buy eight to ten hours of their time every working day. Therefore any saving on their time that you can make is equal to money in your pockets."

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51 D.—"I HAVE DONE WITHOUT IT SO FAR."

"Take the case of one of your competitors who has this article in use. Suppose he has employes on this work and pays them $2 per day each. You can see that if he can save half an hour each day on the work of each employe, enabling them to devote that half hour to other work, it is equal to a clean saving of fifteen hours per week, which

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at 20 cents per hour amounts to $3 per week or $150 per year?

"This device saves fully half an hour each day on the work of each employe, enabling him to devote that much more time to other work. You will be getting just half an hour extra work each day from your employes, or saving a large amount every year.

"This device will pay for itself inside a year, and after that what you make is clear profit. You cannot afford to be without it, Mr. Blank."

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51 E.—I HAVE DONE WITHOUT IT SO FAR."

"Mr. Blank, the business man or house of today that uses every time and money saving device on the market is enabled to do many times as much work as the business man or concern of twenty years ago. The business man who fails to adopt every means of cutting out unnecessary work is at a disadvantage in meeting competition.

"You can only make money during working hours. Hence the man who can increase his working hours by doing in half an hour what it formerly took an hour to accomplish has so much more time to devote to money-making plans.

"That it does enable you to save on the aver-

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age at least .... hours a day has been proven in hundreds of cases similar to yours.

"Sign this application, Mr. Blank; it will pay you to do so."

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51 F.—"I HAVE DONE WITHOUT IT SO FAR."

"Mr. Blank, before it was invented, you, like the present fifty thousand present users of this article, had to do without it. There was a time when this country had to get along without railroads, the telegraph, or a good postal service. There is nothing existing to-day that is of benefit to mankind which men did not get along without at some previous time. But to-day, we do not refuse to read daily newspapers, monthly magazines, or reject the thousand and one comforts of everyday life, merely because our ancestors got along without them. Alert manufacturers do not say they will not buy improved factory machinery merely because they have done without it so far. When they see an opportunity to purchase a machine which will save them time and money, they do not hesitate about buying it. They cannot get it into operation at their factory quickly enough."

"They have no more reasons for keeping their machinery equipment up to date than you have for purchasing this article."

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51 G.—I HAVE DONE WITHOUT IT SO FAR."

"The best time to buy a money-making, time-saving device is when it is first put on the market. Thousands of men will buy an article two or three years after they first had the chance. They lose all the profit they could have made by acting sooner. Let me take your order now, Mr. Blank. Your competitor is making money to-day on this device while you are thinking it over."

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51 H.—I HAVE DONE WITHOUT IT SO FAR."

"Mr. Blank, this article takes a load of drudgery off your shoulders, and enables you to put in the time saved at doing work which is vastly more profitable to you.

"It is a well known fact that mechanical work destroys initiative. No business man can be thinking out business-getting plans for the future while he is engaged in doing work which this device can do just as well.

"You hire a stenographer to write your letters on a machine because it would take far too long to do the work yourself with pen and ink. You employ a woman to sweep your floor. You would not dream of exhausting your vitality by walking ten miles to your office every morning. You let

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a railroad train bring you to your destination. You need your energy and strength for the day's problems.

"Why put in your time, thought and energy in doing work which this device can do far more quickly and accurately?

"Why waste precious vitality—each man's supply of which is limited—in doing work which this machine can do much better and infinitely more cheaply than you can personally? If you spend half your time on work you could avoid you are making just half what you might earn."

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51 I.—I HAVE DONE WITHOUT IT SO FAR."

"Yes, Mr. Blank, I realize that; but it will pay you to take the profit which this device pays on its services—a profit so big that in a short time its original cost is wiped out.

"Inside of .... months, I know from the experience of other firms, the article will have paid for itself, and after that you will save $.... per month. At present you pay a man to do the work which this device does just as well. His time at the lowest estimate will cost nearly as much per hour as this machine would cost per hour during the first months when it is paying for itself. A worker goes on week after week drawing a salary; in fact, the longer he stays in a

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place, the more money he wants. The opposite is true of this device. All you have to pay is its initial cost. The article eats nothing; it requires no money for clothes or amusements. It is never sick. It never feels tired, as a human being does. At the end of a long day's work it is just as accurate, quick and fresh as at the beginning. It cannot make a mistake, and saves money by eliminating errors.

"The statements I have made to you are rock-bottom facts, as indisputable as the statement that the sun will rise tomorrow.

"Ten thousand firms confirm the truth of my assertions. Write or interview any or all of the business men whose names I have given you. Ring up any user in this neighborhood at my expense and ask him if what I say is not true. Men differ about religious and political beliefs; one man attends one church and another man another; some people attend none; one worker will vote for the Republican side; another for the Democrats; yet men of all shades of belief agree as to the merits of this article. Whatever other subject they may have different opinions on, here is one on which there can be no difference of opinion. Telephone or write some of these men and see if I am not right."

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51 J.—"I HAVE DONE WITHOUT IT SO FAR."

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"Granted that you have, Mr. Blank, why not weigh the advantages which accrue through using this device, and see if it will not be more profitable to employ it in your business in the future than to continue to get along without it.

"A great maxim in the business world to-day is, "Make free use of other men's brains." It is a well-known fact that great business organizers—captains of industry—have made their successes by following this policy. They make rapid headway—not because their gray matter is superior to that of the average man, but because they know how to press other men's best thought and energy into solving the problems which confront them. They leave as many mechanical details as possible to their assistants, and content themselves with planning, guiding and controlling the destiny of their house. They originate big ideas because they do not spend precious time in doing little things or work which can be done by an automatic system."

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51 K.—"I HAVE DONE WITHOUT IT SO FAR."

"Mr. Blank, if you hire a new employe you like him to be up to date in his knowledge and training, don't you? You consider it hardly possible for a good worker to know too much. The more knowledge he has about business, and your business

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in particular, the greater amount of money he will make for you. Now, that man must have acquired all his information scrap by scrap, piece by piece, one thing at a time. But suppose he had stopped half way in his effort to accumulate useful knowledge. Suppose he had said, when his attention was called by you to a new and better way to do certain work, 'I have done without that information so far. I don't need it.' You would not think that course of procedure wise, would you?

"Other business men whom I approached said at first to me, 'I have done without your article so far,' but after they had learned the merits of the device they saw that it would be a losing policy to do without this device merely because they hadn't used it before. This article has saved thousands of other men situated as you are hundreds of thousands of dollars in time and labor. What it has done for others it can also do for you."

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51 L.—"I HAVE DONE WITHOUT IT SO FAR."

"Granted that you have, Mr. Blank, that hardly proves you can afford to do without it in the future. The world moves. It progresses a little every day, and to make the largest possible success it is necessary to progress with it.

"In making this device we took all previous

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knowledge as a foundation. We made our article an improvement upon any other on the market. We gathered data and information as to just what was lacking in other devices of this general character and remedied their existing faults. There is the concentrated knowledge and wisdom of hundreds of practical men in this article. We have spent many thousands of dollars in investigating—studying the experience of hard-headed business men everywhere, to learn just what improvements were required in a device of this kind. There are also very many valuable inventions of our own to be found in the article. There is nothing nearly so good on the market. Thousands of firms, recognizing the advantages of our device, have bought our article and inform us they are very glad they did so. It has paid these concerns to adopt our device, and it will also pay you just as well."

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52 A.—"YOUR ARTICLE WOULD CHANGE MY BUSINESS TOO MUCH."

"Suppose, Mr. Blank, that you went away for ten years on an exploration trip to some out-of-the-way part of the earth, remote from civilization. When you got back to this country your curiosity would be aroused to know what changes and improvements had been made. You would expect great changes. You would be disappointed if you found that no progress had been made—

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if you found that what was good enough before you went away was considered by the people to be good enough when you returned.

"Every thought of improvement that you would have would be a thought of change. Improvement means change. We progress only through change. Think of the changes that have taken place in retailing, wholesaling and manufacturing, for instance, during the last ten years.

"The hope of the country is in the changes that are being made for the better. And the hope of any business is in the changes for the better that the proprietor can make day after day and month after month. There is nothing to be afraid of in change. Changes mean life—they mean growth. You can't have life and growth without change.

"I know that this article will change your business, but it will change your business for the better."

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52 B.—"YOUR ARTICLE OR LINE WOULD CHANGE MY BUSINESS TOO MUCH."

"The department stores don't say that, Mr. Blank, when they are offered a chance to sell something new. They abolish entire departments every now and then, to put in more profitable ones. They are continually making changes.

"Nerve and business sagacity, Mr. Blank, founded the department stores, and have kept

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them going. The buying public found it mighty handy to be able to get everything it wanted under one roof. But it took nerve for the department store men to test this out.

"Why do the mail order houses make so much money, Mr. Blank? Because between the covers of their catalogs the farmer can find everything he wants from pins to buggies.

"The business of the department stores and mail order houses runs into millions every year, because they aren't afraid to branch out. You would find the same policy would pay you also."

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53 A.—"YOUR LINE WOULD CHANGE MY BUSINESS TOO MUCH."

"Mr. Blank, there is great profit in being able to accommodate people. I know that this line would enable you to do some business that you have not done before, to meet some demands that you have not met before. This line will please your customers. They will find that you accommodate yourself to their needs. And after all, Mr. Blank, you are running your business to please your customers and to gain their patronage.

"You have heard of that old highwayman who used to put all his prisoners into an iron bed. If they were too short to fit the bed, he would stretch them out; if they were too tall he would take out

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his sword and cut off their feet and ankles. He didn't make his bed to fit the prisoners; he forced the prisoners to fit the bed. This is a poor principle in storekeeping. We cannot expect customers to make their demands harmonize with the store's stock of goods. The store must accommodate itself to the wishes of the customers, and it is good policy for the store to do this even if it necessitates changing the business more or less."

---

53 B.—"YOUR LINE WOULD CHANGE MY BUSINESS TOO MUCH."

"This line has been successfully sold by thousands of retailers in the same business as yours, Mr. Blank. What it pays others to handle, you can also profitably deal in. Candidly, Mr. Blank, I think the objection lies mainly in your mind. If I can show you that you can profitably add another department, you shouldn't hesitate a minute about going ahead. Marshall Field started out in the retail line; he added a wholesale business. He saw how profitable branches in foreign countries would be. Immediately he added them. He saw there was money in real estate; he bought it. He followed the same policy in all his undertakings. Mr. Field was progressive all his life. That's why he made such an immense fortune.

"Mr. Blank, when branching out means more dollars for you, it pays to branch out, and the sale of this article means bigger profits for you."

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53 C.—"YOUR LINE WOULD CHANGE MY BUSINESS TOO MUCH."

"Too much conservatism or fear of change will act as a bar to a firm's success. Changes often pay. Many a man who has made a moderate success in one profession will be very successful in another, if he has the courage to change. Grant made a failure as a farmer; Lincoln was a very poor storekeeper. Hardly one successful man in ten started in the profession in which he afterward landed and made money or a reputation.

"A business firm will often change its plan of going after new trade a dozen times before it hits on the best method. All the most successful manufacturers are constantly experimenting with new machinery, new tools and new ways of bettering their product.

"There is nothing in change to be afraid of. Changes mean progress."

---

53 D.—"YOUR LINE WOULD CHANGE MY BUSINESS TOO MUCH."

"It will change it for the better, Mr. Blank. Every man admires the firm that progresses and makes changes, and loses interest in the store whose stock remains always about the same.

"No man would come in here and say, 'I see Mr. Blank is handling a new line of goods; therefore I won't deal with him any more.' Ninety-

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nine people out of a hundred will say, 'I see Mr. Blank is branching out. He continually adds new lines; he must be making big money; he certainly has a live, up-to-date store.'

"My line will change your business; it will also change your bank balance into an even larger one. Handling of it means more dollars to you, more prestige, growth and success."

---

54 A.—"I CAN'T SELL IT."

"Men have bought staple goods of this kind since the beginning of time and will buy them for centuries to come. The desire for them is firmly rooted in human nature and you could no more remove it than you could change human nature and make a different race of beings. This article appeals to all ages, conditions and classes of men and women. Why is it that the actor in the play who can make people laugh or weep in one city can make them laugh or weep in another city? Because human nature is the same in all places and at all times. There are certain fundamental emotions, interests and desires that all people have, and this article or line of goods appeals to one of those fundamental desires. The demand for it never ceases."

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54 B.—"I CAN'T SELL IT."

"Mr. Blank, the only stores in which my line

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has not sold are those where it has not been pushed.

"No article sells itself. If I had a horse to sell, would it not be a better plan for me to advertise it for sale or see a number of horse buyers than to leave it locked in a barn? How much chance would I have of selling it if I adopted the plan of letting people ask me if I had a horse to sell? I might wait twenty years and not get a single inquiry.

"It's just the same with my line. If a storekeeper buys it and does not display it, the goods will remain on his hands. This is true of any line.

"Thousands of retailers in every part of the country make a big profit every month on the handling of this very line I am selling. You can do the same. The only thing necessary is a little push. These goods make an irresistible appeal to the buying public the moment they are seen."

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54 C.—"I CANNOT SELL IT."

"Mr. Blank, I have been a long time engaged in selling this line. I know the line and my business well. I have observed many other stores, and I have observed yours. If my judgment did not tell me, as the result of my experience, that you could sell this line, I would not want you to handle it. I would prefer to go to some other

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store in this town and have the line handled there. But I know that you can sell it. I give you the first chance because I am confident that you can sell it better than anyone else in this locality. If you cannot sell it, you will not give me repeat orders, and there will be no money in the transaction for my concern or for me. This first order, if you give it to me, will not make sufficient profit for us to pay my expenses 'way down here. It is on your future orders that we shall realize, and if you cannot sell this assignment of goods you won't order any in the future. I know that you can sell it, or I would not be foolish enough to wish to make you our dealer in this locality."

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54 D.—"I CANNOT SELL IT."

"Mr. Blank, how hard have you really tried to sell it? Are you not admitting defeat before you have put up a fight to market this line? People will not buy these goods from you if you do not display them, push them or advertise them. They would not pick up $10 gold pieces in the street if they did not see them there, and they will not buy goods if the merits of the goods are not called to their attention either through display or through talk made to them.

"Other retailers—thousands of them, with stores not nearly so good as yours, situated in localities not so prosperous as yours, have sold

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this line in large quantities. If they can sell it, you can. They are not abler than you. They have no more reputation, no more capital, no more energy.

"The reason they are selling these goods is that they are pushing them hard.

"You can push these goods—and your other lines also—by displaying this line and attracting trade. You can circularize this whole community. We will furnish you with the advertising matter if you will send out the letters. We will write the advertisements for you if you will insert them in the newspapers. Ten thousand circulars mailed out in this town by you would be like adding 10,000 show windows to your store for a day. You cannot sell these goods or any other goods unless you use the right methods, but if you will give these goods a fair show—if you will push their sale, you will find they will move more rapidly than anything else you have in stock."

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54 E.—"I CANNOT SELL IT."

"Mr. Blank, if you have been able to sell your present stock at all without any advertising plan —without any trade-mark reputation—without any unusual advantages to aid you, you ought to be able to do vastly better when you handle our stock, with all the advantages it offers you."

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55 A.—"I DON'T THINK I CAN SELL THIS LINE."

"Mr. Blank, I honestly *do* think you can sell it, in fact, I *know* you can. I know that you have sold and are now selling goods that are twice as hard to move as these, which, to tell the truth, are not hard to move at all. The trouble is that you lack faith in the goods or in yourself. My father used to tell a story about an old lady who decided to test the Bible statement that anyone with faith can move mountains. So she knelt down and prayed that the hill behind her house be removed. When she arose from her prayer the hill was still in the same old spot. 'There,' she said, 'I was sure right along that faith wouldn't move that thing!'

"First of all, Mr. Blank, have faith in your own ability to make a good thing go. Then make me prove that I have a good thing to give you. I can easily do this. Compare this line specifically with the lines you are now selling." (Make specific comparison.)

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56 A.—"I'M EXPECTING A LIGHT TRADE IN GENERAL."

"Mr. Blank, if you make up your mind that there is going to be a light trade, and fail to carry salable lines of goods in stock, you'll get light trade, sure enough. When the breeze on the water

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is light it's always the boat which crowds on most sail and is most cleverly handled that forges ahead of the others.

"The best way to get business in any kind of season, Mr. Blank, is always to go after it and be ready to sell by carrying a full line of stock. The general who is never caught unprepared is the man who never suffers defeat.

"You lose money by letting customers come into a partially equipped store; you can't do business to advantage unless you have plenty of good representative lines.

"Mr. Blank, you can get business, and plenty of it, in dull seasons as well as good, if you will only fight for it. Big retailers never let up. The same principle that spells success for them spells success for you. With a little hustle in calling attention of customers to this line you can easily dispose of it."

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56 B.—"I'M EXPECTING A LIGHT TRADE IN GENERAL."

"If you anticipate a light trade and resign yourself to it, Mr. Blank, it's ten to one that light trade will follow. I find it so in my own selling; if I anticipate light business, I let up in my endeavors and I get light business.

"The best way to get heavy business, Mr. Blank, is to be prepared for it, and go after it.

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No battle was ever won by an unprepared army. To anticipate defeat invites defeat.

"A live dealer can transform a dull season into a good one. There are many people in this community, Mr. Blank; and there is money here. The question is, what store is going to get that money? Is it most likely to be the store of the well-equipped, hustling dealer, or the store where the proprietor says, 'There is nothing doing,' and resigns himself to a dull season?

"Stock up with my line, Mr. Blank, and push it, and you'll see the light trade phantom vanish into thin air."

---

56 C.—"I'M EXPECTING A LIGHT TRADE IN GENERAL."

"Mr. Blank, if you refuse to accept a dull season, and push a little harder for business than usual, you will sell plenty of goods.

"When every store expects dull trade, then is the very time for the enterprising merchant to get in his best work and catch the others napping.

"It is the dealer who acquires the reputation of being the most enterprising and resourceful who will capture the confidence and get the trade of any community.

"If business does not come to you, why not go after it, Mr. Blank, as the big mail order houses and department stores do? People are always ready to buy when they believe it will be to their

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interest to do so. A good stock of goods is the best way to make them believe it. You could not carry a better line than this."

---

56 D.—"I'M EXPECTING A LIGHT TRADE IN GENERAL."

"Mr. Blank, your profits rise and fall, of course, in proportion to the amount of goods you sell.

"A light trade means to you few sales, heavy fixed expenses running on, and next to no profits to meet those expenses. To make money, you simply have got to sell goods.

"This is the principle the big Chicago and New York city stores go on. They figure that they simply must sell goods all the time, in dull seasons as well as in good seasons, on Mondays as well as Saturdays.

"These stores, Mr. Blank, prefer to sell at a smaller profit occasionally than not to sell at all. They offer leaders and bargains and have special sales running in dull seasons to tickle the buyers' palates.

"Mr. Blank, this very line I am offering you will enable you to get business in the dull season you expect.

"The special prices we make you will enable you to offer the merchandise at a low price to your customers. It is bound to attract trade."

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57 A.—"I'M EXPECTING A LIGHT TRADE IN THIS PARTICULAR LINE."

"Whether or not you will have a light trade depends largely upon the course you yourself pursue.

"In a dull season for men's or women's clothing the big Chicago stores will often spurt up suddenly and do more business for a time than in the middle of a brisk season. Why? Because they cut prices a little on a few things and get thousands of people into their establishments in consequence. There are always people wanting this particular line all the year around. It is a staple. And numbers of people will buy at any old time if they can get a little reduction in price.

"We know that you may have expected a light trade at this time; we know that you may not have expected to get such good prices as during a brisk season. And, Mr. Blank, we have reduced our prices until they cannot but interest you.

"Our name and reputation stand back of this line. We know it is right; you know it is right; the people here know it is right. Let me quote you some prices. I believe I can show you that you will make money by putting it in."

---

57 B.—"I'M EXPECTING A LIGHT TRADE IN THIS PARTICULAR LINE."

"We know the seasons just as well as you, Mr.

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Blank; we appreciate your difficulties and anticipate them. We have some exceptional goods at special prices to fit the season.

"If we did not always meet the retailer half way we could not succeed. We are prepared to meet you half way to fight the dull season. If you will let me show you, I can prove that by a little push you can turn an ordinary dull season into one of the most prosperous you ever experienced.

"Mr. Blank, a successful fight depends largely on two things—having the right guns and the right ammunition. You must fire the gun, Mr. Blank; but we have the right ammunition for you in this business fight. We have spent hundreds of thousands of dollars in perfecting an organization which would enable us to turn out the right kind of goods for all seasons of the year. I have the right goods here for you to face the dull season with."

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58 A.—"THERE ISN'T GOING TO BE ANY TRADE IN YOUR LINE."

"Mr. Blank, there isn't going to be any trade in anything unless you have it in stock. People don't go to a grocery store to purchase clothing. If you are going to get business for anything, you will first have to be prepared to fill a demand for it.

"If I should say to the advance agent of a the-

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atrical company, 'There isn't going to be any business in your line,' he would say, 'There wouldn't be any business in our line if we kept our mouths shut; but we know we will get the crowds because we are going to advertise.'

"Mr. Blank, if a theatrical agent can succeed in creating a demand for amusement through publicity, how much more trade can you get for a staple article such as I handle through a wise use of printer's ink?

"Why is space on State street, Chicago, worth upwards of $50,000 per front foot? Merely because it offers such a splendid chance to display goods. Every inch of space is used to the utmost advantage. Window dressers get between $1 and $2 per hour for their work in utilizing this space to the best advantage. Goods are sold on State street because they are displayed. Display sells goods. In a smaller way you have the same opportunity to display goods. Half the people who buy things would never purchase if their attention was not drawn to the commodity by a catalog or a store window or a display inside a store.

"The newspaper, Mr. Blank, is the store's greatest window. It enables ten thousand people to look right into your store at once, and know just what goods you are offering. A little printer's ink, judiciously used in your city paper, will, in connection with your window and store displays, easily enable you to move these goods."

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58 B.—"THERE ISN'T GOING TO BE ANY TRADE IN YOUR LINE."

"Mr. Blank, the mere fact that our concern and scores of other big wholesalers have spent millions of dollars in manufacturing goods of this kind for retailers to sell at this season proves that there is going to be a trade in this line.

"It is to our interest to take the pulse of the buying public. Before we stock up on any product we make it a business to find out just how trade conditions are going to be. We take no chances. We have to know things positively, or we lose thousands of dollars. Now we knew that the patterns and styles we are offering would be in keen public demand. There was no guess work about it. We spend thousands of dollars in getting definite, accurate information. When we put the line out, we found we were right. We are selling freely to other dealers in localities like yours, and they are making good profits on this line. Some dealers who said a couple of months ago that there wasn't going to be any trade in this line at this time have found themselves very much mistaken, and have ordered goods shipped to them by express, so as not to lose any further opportunities. If they can sell this line, you can."

---

59 A.—"THERE IS NO DEMAND IN THIS TERRITORY FOR THIS KIND OF LINE."

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"There is no demand for anything until the demand is worked up. People will buy all sorts of things, when called to their attention, which they would not demand if left to themselves. Attractive window displays bring people who are down town into stores after articles that they would never think of leaving their houses to go down town to demand. Advertising sells thousands of articles that people would never demand if they did not read the advertising. If only those things were sold that people of their own initiative demanded, very little would be sold. Millions of dollars' worth of goods are sold every day because the attention of people is called to them. You could easily work up a demand for this line if you should display it properly and call the attention of your customers to it."

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59 B.—"THERE IS NO DEMAND IN THIS TERRITORY FOR THIS KIND OF LINE."

"There will be if you stock up with it and let the people know that you are handling it.

"There was no demand for automobiles before they were offered for sale; the same thing is true of typewriters, sewing machines, umbrellas and the thousand and one other articles which the public to-day feels that it cannot get along without.

"You can see for yourself that the line has merit

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and that the price is right. You will make a good profit by handling it.

"You know yourself, Mr. Blank, that if a man went into a store and saw some article that the house has not previously carried, he will look at it and say to the dealer, 'Hello, I see you're pushing ahead. What kind of new stuff is this you've got?'

"Mr. Blank, if that man wants the article and has the money he will buy it. There is no doubt in your mind or mine that if people see this line they will certainly want it. Because it has not been handled here before is rather an argument in its favor than otherwise. It brands you as enterprising to anticipate the people's needs, it gives you prestige, and means more profit."

---

59 C.—"THERE IS NO DEMAND IN THIS TERRITORY FOR THIS KIND OF LINE."

"Merely because it has not been pushed in this territory, Mr. Blank.

"In other territories not so good as yours our line has met with the readiest sale imaginable. A little display in your window and store—the showing of this line to your customers—will mean a big additional profit to you.

"The merchants who make the most money are those who anticipate the public's needs. Your own experience tells you that.

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"There used to be no demand for high-class ready-made clothing twenty years ago. Everybody imagined that the only way to get a first-class suit of clothes was to have one made to order. Now four out of five prosperous men buy their clothing ready made. The big clothiers looked ahead a little and whetted the appetite of the buying public by showing how well they could make ready-made clothing.

"This line will sell well here if you push it, because it has intrinsic merit. It is better than lines people have been buying. The surest way to make a man dissatisfied with what he has is to show him something better. Put this line on display, Mr. Blank; talk it up, and you will make a handsome profit."

---

59 D.—"THERE IS NO DEMAND IN THIS TERRITORY FOR THIS KIND OF LINE."

"Mr. Blank, did you ever notice how full the modern magazines are of the advertising of new commodities?

"Wise manufacturers sell their merchandise by creating a demand for it through advertising. They let the people know what they have to sell. They don't expect them to buy until their attention is called to an article.

"The only way to create a demand is to let the public know you have in stock something that it

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is to their advantage to buy, and push the sale of it with all the skill you possess.

"Millions of dollars' worth of merchandise is sold in this way every month. There is more profit in creating a demand and satisfying it than in any other kind of trade. That is the whole idea of modern business—to create demand by push and enterprise. If you keep the public informed that you are in touch with progress and that the latest and best can be bought at your store, you will build up trade. There is big money for you in educating the public taste—provided the merchandise comes up to your description. There can be no doubt whatever in your mind as to the merit of this merchandise."

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59 E.—"THERE IS NO DEMAND IN THIS TERRITORY FOR THIS KIND OF LINE."

"Mr. Blank, a man may have never seen or heard of a certain article before; under these circumstances he surely will not want it. But when he sees it, he will recognize it as something he cannot do without in the future.

"It is possible to create a heavy demand in this territory for this line. But people cannot well buy what they do not see.

"Put this line on display and you will be astonished at the ease with which you can sell it. Let the public examine its merits. Provided mer-

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chandise possesses quality and fills some public want, it will meet with a ready sale. This line meets these conditions."

---

60 A.—"YOUR GOODS ARE LUXURIES; MY CUSTOMERS WON'T BUY THEM."

"You believe my product is not an absolute necessity. Neither is anything else an absolute necessity, except the mere food that is necessary to keep a man alive and the clothes that are necessary to keep him warm. A great number of things that people buy freely are not absolute necessities; but they are conveniences that make life easier or happier. Anything that increases the comfort or convenience or happiness or pleasure of people will sell if it is called to their attention properly. If only those things which were absolutely necessary to existence were sold, thousands of factories would shut down and millions of people would be thrown out of employment. The public buys enormous quantities of things not one-tenth so useful or valuable and spends its money freely for them. For instance, over nine hundred million dollars' worth of jewelry is sold every year in America—$12 worth for every man, woman and child in the United States.

"There is a legitimate field for the sale of my product because it is useful to the people—because it contributes to their pleasure or happiness."

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60 B.—"YOUR GOODS ARE LUXURIES; MY CUSTOMERS WON'T BUY THEM."

"Mr. Blank, these goods are heavily sold in localities where the people are no more prosperous than the average run of your customers. The craving for the good things of life is a universal human trait. The working classes are just as desirous of getting what they consider the good things of life as the high-salaried classes and the millionaires.

"Cigars and tobacco are luxuries, so are alcoholic drinks; yet hundreds of millions of dollars are spent for these things by the working classes. People are always acquiring new tastes. The constant tendency is to buy articles of better and better quality. The luxuries of to-day become the necessities of to-morrow. People simply will have what are styled 'luxuries' and are willing to pay their money for them. No woman will be satisfied with a poorly made, out-of-date garment when she sees something better. The poorest families are ambitious to dress their children as well as the children of the neighbors. Men like to have the things that they see other men own. The constant tendency is to buy things that you call luxuries; there is a ready sale for them, even among people of small means."

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60 C.—"YOUR GOODS ARE LUXURIES; MY CUSTOMERS WON'T BUY THEM."

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"Mr. Blank, things styled luxuries are often nothing but goods which, though costing a little more, pay for that extra cost by giving extra satisfaction and wearing longer. Point out to them the extra satisfaction and they won't mind the extra price.

"A $3 pair of shoes at first might seem a luxury to a man who has only been paying $2. Yet a $3 pair of shoes will usually wear more than twice as long as the cheaper kind, and enable a man to walk with much more comfort as well as appear better shod. If the merchant points this out to the customer he will buy the better article.

"A $20 suit will generally last twice as long as a $10 one. It may be called a luxury from one standpoint, yet the wearer really loses nothing by getting the higher quality goods; instead, he gains much. And he can easily be made by the storekeeper to realize this.

"The storekeeper who educates people to wearing and buying better things makes most money, and is most certain to keep his customers' good will.

"It is the easiest thing on earth, when you have shown a customer the low-grade article he asks for, to show him also something of a little higher grade. In nine cases out of ten the customer will buy the better article. The big shoe stores advertise low-priced goods. While they sell them as advertised to callers who ask for them, they also show higher quality goods to these callers. You

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can do the same thing, with this article, and make big sales of it."

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61 A.—"THERE IS NO DEMAND FOR YOUR ARTICLE."

"Mr. Blank, big business concerns spend thousands of dollars merely to exhibit their goods at different business and advertising shows.

"They do this because showing the goods creates demand. They know that if they have the right article or goods to sell they need merely to put them before the eyes of the business public to make sales.

"What the business or advertising show is to a firm selling office appliances, typewriters or any other useful commodity in business, your store window and your store counters are to you.

"There is never any demand on the part of the public for a certain typewriter or adding machine until its merits have been explained to them. There is never demand for anything until it is exhibited and pushed.

"When once you have put this article on exhibition you will find it a ready seller."

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61 B.—"THERE IS NO DEMAND FOR YOUR ARTICLE."

"Mr. Blank, during the past three months we have sold .... thousand of these articles to ....

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hundred storekeepers in different towns and cities, and have been receiving hundreds of repeat orders every day. This proves beyond the shadow of a doubt that there is a demand waiting for them when they are shown. What other dealers sell, you can sell also.

"The average sales of stores no larger than yours have been .... per month, netting them a profit of .... dollars.

"You can figure it out for yourself, Mr. Blank, that the public must have need for this article or we could not have made such big sales. Of course, if the storekeeper should hide the articles behind the counter or leave them in the original boxes in which we made shipment, there would be no demand on the part of the public."

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61 C.—"THERE IS NO DEMAND FOR YOUR ARTICLE."

"When you started in business, Mr. Blank, you didn't wait for a delegation of residents to come and call on you to inform you that they needed a store of this class. If a dealer waited until he was told that an establishment of his kind was wanted in his locality, he would go to his grave without ever making any money in the store business.

"The demand for your goods has come only through your opening this store, and letting peo-

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ple know you were doing business here six days in the week, ten hours a day. The demand for sixty per cent of the goods you sell must come through your showing and offering them to people. It is just the same with the article I handle. It meets with a ready sale once you get it on exhibition.

"You know how, when you see something you need yourself, Mr. Blank, that you put your hand in your pocket to buy it. It's just the same with this article; the sight of it arouses desire and creates a demand. It will pay you to give us an order."

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61 D.—"THERE IS NO DEMAND FOR YOUR ARTICLE."

"That fact gives you the best opportunity in the world to sell it. It has value; it is being sold in thousands of other towns and cities; that proves that people can use it and will buy it. If it is sold in other places it can be sold here. People here are not a race differing from all the other people in the country, but they have never had an opportunity to buy this line. You are lucky in this. You will be the first to call it to their attention. There is no demand for any article until the article is put before the people. The sight and knowledge of the article or goods creates a demand for it, and the man who has the first chance to supply the demand is the man

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who makes the cream of the sales. You are lucky to have this unexplored, unworked field before you, with its opportunity of sales of an article that people want, and no competition."

---

61 E.—"THERE IS NO DEMAND FOR YOUR ARTICLE."

"Mr. Blank, you can see for yourself that this article has merit. If this is so you can sell it. The people in this community are not different from thousands who are buying it in other communities.

"What induces people to spend their money at a country fair or a city business show? It is the sights and goods they see exhibited. There is no difference between arousing desire through showing an article and making people want to see a performance or entertainment by covering a town with posters.

"No theatrical or traveling show could take in money if it did not announce its coming. No store can sell its goods unless it has them on display.

"It will pay you to handle this article just as it has paid other storekeepers. The next time I come around I know you will give me a repeat order; I am getting them everywhere I go. That's what keeps me out here on the road. I couldn't be out if I were not getting orders."

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61 F.—"THERE'S NO DEMAND FOR YOUR ARTICLE."

"The fact that there was no demand for a certain thing last year or last month is no proof that it would not sell now. The conditions may be entirely different. It is also probable that your former experience was unfortunate because the article was not put up at that time in the perfected form such as we now have. Many improvements have been made in it and the regular increase in sales shows plainly that the people do want it and are buying it.

"Did anyone every ask you for a hardware article when he knew you dealt only in dry goods? And is it not very certain that you have no demand for this line because it is known that you do not handle it? You know the people in this town are buying it; but they are getting it from your competitors and you can get your share of the trade by stocking up and letting the public know about it."

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62 A.—"YOUR GOODS DON'T APPEAL TO MY TRADE."

"You can never study your trade too closely and, of course, you must always buy with it in view; but in several towns similar to this in my territory I have a very regular and constantly increasing trade and this city ought not to be an

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exception. You know you are carrying better grades generally throughout your stock than you did a few years ago and also handling a greater variety of goods, all because your customers want better material than formerly and their needs are more numerous. To-day the trade welcomes a superior article because it is more fully understood than ever before that its purchase is always the most economical.

"And yet your class of trade is buying it in this town and elsewhere. Your patrons are much the same as those in the other towns in this part of the state and all of the dealers who handle this line find it a quick seller. You see, it has become a necessity during the past few years and all classes of people require it. They will come after it when they find out you have it in stock."

---

62 B.—"YOUR GOODS DON'T APPEAL TO MY TRADE."

"Mr. Blank, you know they are right, and if they do not appeal to your trade it is merely because you have not pushed them here.

"As they pay a handsome profit, it will certainly be worth your while to educate the taste of your customers a little.

"The big Chicago stores advertise bargains in certain lines; then when they get people into their stores they explain that they can buy these bar-

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gains if they wish, but they also show other goods at higher prices.

"Mr. Blank, you can do exactly the same thing. Quality appeals irresistibly to every man if it is explained aright, and my line possesses quality and will help you educate your trade to buy much higher-priced goods.

"There is money to be made by guiding the public taste by skillful suggestion and pushing goods which yield the best profit.

"If you explain the merits of this line you can certainly sell it."

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62 C.—"YOUR GOODS DON'T APPEAL TO MY TRADE."

"Mr. Blank, inside the last three months we have sold ..... thousand dollars' worth of goods to storekeepers in just such localities as yours.

"These dealers, like you, were reluctant to buy at first.

"Scores of these retailers, Mr. Blank, were situated in towns where the average man is much less prosperous than in your town; yet they have made good profits selling our line.

"What it has paid others to handle, it will also be profitable for you to carry. Of course, we cannot expect our goods to appeal to your trade if you do not carry them. Once get them on display, and push them a little, and you will make good sales."

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62 D.—"YOUR GOODS DON'T APPEAL TO MY TRADE."

"Merely because they cost more than some other lines?

"Price, Mr. Blank, means little to anybody if the extra advantages possessed by the higher-priced article are explained. Suppose a customer comes into your store and asks for goods in this line which you can sell cheap, but which are not reliable and net you but little profit. Why can't you say, 'I have just put in a new line of these goods. I would like you to see them and let me know what you think of them.'

"This kind of talk will sell goods as surely as day follows night. It is successfully pursued in thousands of up-to-date stores. Better goods are sold in consequence, the reputation of the seller is enhanced, and he makes more money than he could on cheap lines.

"These goods will certainly appeal to your customers. People will gladly pay a little more money for them than they would for an inferior line."

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63 A.—"MY TRADE DEMANDS CHEAPER GOODS."

"Are you certain of that, Mr. Blank? I believe you can sell them. Of course if a merchant deliberately aims for nothing but a cheap trade he will

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get only a cheap trade. But people can be educated to pay better prices than they intended. Haven't you found it true in your experience that many people who come into your store and intend to spend only a dollar for an article will often spend $1.50 or $2.00 before they go out? There is no question of the fact that goods of high quality are more attractive than inferior goods, but many of the customers who buy from you are continually weighing price against quality. They are attracted by goods of high quality, but they are equally attracted by the price of inferior goods. So they will often hold two pieces of goods in their hands, unable to make up their minds which to take—the high quality or the low price. This shows that people are not absolutely determined to buy the inferior goods. While there is a doubt in the customer's mind, there is hope for the clerk who wishes to sell the high quality goods. This doubt—this continual weighing of quality and price—this uncertainty—is always in the customer's mind and offers the best possible opportunity to the merchant and his clerk to sell the goods of higher quality. Whether you sell higher or lower priced goods is a matter that you and your clerks have a lot to do with."

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63 B.—"MY TRADE DEMANDS CHEAPER GOODS."

"Mr. Blank, every storekeeper has a certain

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demand for cheap goods. But that does not prove that he can sell only cheap goods.

"It is for the storekeeper to decide whether he prefers to carry an entire line of cheap goods or whether he wishes to carry some lines of better quality, rather than get the name of carrying cheap goods exclusively.

"It pays to carry enough 'quality' goods to get the reputation of having quality, even if a large number of the lines you carry are cheap.

"The customer is impressed by this policy, too, Mr. Blank, even if the larger part of his orders are for cheap lines. He may hesitate a little at first at the higher prices a good line calls for. But the quality goods impress him, and he will make part of his order, at least, for them."

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63 C.—"MY TRADE DEMANDS CHEAPER GOODS."

"Mr. Blank, a man can buy only so much for a dollar. If he buys five pounds of cheap coffee at 20 cents a pound, he really don't get more value than if he bought two and one-half pounds of excellent coffee for the same sum.

"The best way to lose a customer, Mr. Blank, is to sell him poor goods, even if he asks for a low price. It matters not what price a man pays for an article, if it is not good he harbors a grievance

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against the storekeeper for selling it to him. He expects good quality, even if he pays a low price. The best thing to do is to educate him to pay a little higher price. In the long run it pays to carry good lines. Give your trade cheap, inferior merchandise and it will go elsewhere after a short time.

"Do you suppose for a moment that if your sales for the year were absolutely limited to the amounts that people meant to spend when they first came into your store your sales would add up to half their present annual figure? Attractive displays of goods, good salesmanship on the part of your clerks, the right kind of handling of customers, will make people willing to spend more than they intended—will develop the trade in high quality goods. My own salesman's experience tells me that. If I sold merchants only the orders they meant to place when I first came into their stores, I would sell very little. But after I have shown them the advantages of my line they place bigger orders and better orders than they had intended. And after the transaction is all over they are glad they have done so—they are better satisfied than they would have been if they had put in a cheap line, or a smaller order. In the same way, if you push high quality goods you can sell them. Never forget this fact—that after a man or woman has bought an article, he or she is going to measure the satisfaction in the purchase by the quality of the goods. 'The recollec-

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tion of quality remains long after price has been forgotten.' "

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64 A.—"YOUR GOODS ARE OF INFERIOR QUALITY."

"There are some millionaires in America, and there are thousands of extremely poor people, but the great majority of the people are of the middle class. The average man belongs in this class. He considers quality in buying, but he considers price, too. Low price attracts him. He wants the best quality he can get at a reasonable price. Think of the ready-made clothiers who sell enormous quantities of clothes at a low price. They can do so because there is a big demand for low prices. Money comes too hard to the average man for him to part with it easily—he is glad to save a dollar when he can. The average man who uses any liquor does not drink champagne. He drinks beer. There is an enormous demand for beer. One of the reasons is that the price is lower. When you are selling an article of reasonably good quality at a low price, you are meeting the wishes and suiting the pocketbooks of the largest number of people and you are bound to have the biggest sales."

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64 B.—"YOUR GOODS ARE OF INFERIOR QUALITY."

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"Mr. Blank, you want to handle the line of goods that will prove the best seller and that will make you the most profit. True, there is always a certain demand for goods of the very highest quality; there are some people who never consider cost at all; you will find a few in every town that will order an article without even asking the price. But the great majority of people do not want the highest priced goods. Price is a factor of vital importance in selling to most people. You know that this is so. You know that low price is a matter of tremendous interest to everybody who spends money. You know how all newspaper advertisements of retail stores—especially the big department stores—are filled with price figures that stand out prominently on the page. The great majority of people have to think of price in all their buying.

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64 C. "YOUR GOODS ARE OF INFERIOR QUALITY."

"Quality is a relative term, Mr. Blank. I may have a rattling good room for $2 a day, get good food, good service and have nothing to grumble about, and yet a millionaire would sneer at it. He would call the house one of inferior quality.

"You can pay $12 for a pair of shoes, Mr. Blank; but you can get a good pair for $5, as you know. Yet the $5 pair may be called of inferior

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quality compared with the higher priced ones. The real question is this: 'Are the $5 shoes good value for the money? Will it pay a man to buy them?' Ninety-nine people out of a hundred answer 'Yes.'

"My line is excellent value for the money. It was made to meet the public demand. It has stood the test of time, given universal satisfaction, and for the price the public is asked to pay there is nothing just as good obtainable. Thousands of satisfied customers are buying this article everywhere. Let me book your order now, Mr. Blank, it will pay you well."

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65 A.—"ANOTHER HOUSE LIKE YOURS SENT ME GOODS OF POOR QUALITY WHICH DISSATISFIED MY CUSTOMERS."

"We protect you against anything of this sort, Mr. Blank. We want your order not once, but many times in succession—for years in the future. We want you to come back to us again and again with re-orders. The only way we can induce you to do this is to give you such satisfaction that we will absolutely deserve your confidence. Some fly-by-night concerns may occasionally misrepresent their goods in order to get a single order or may send inferior goods. We could not afford to do anything of this sort, and if you get any goods from us that are not exactly as represented you

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can return them. I will put this in our contract. This will absolutely protect you. But more strongly than the contract protects you, you will be protected by our desire to retain your confidence and get a continual stream of business from you. If we could sell a merchant only once we could not remain in business. We must continuously give our customers such treatment that they will continuously be satisfied."

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66 A.—"YOUR LINE IS NOT AS GOOD AS YOUR COMPETITOR'S."

"We sell our goods in enormous quantities in competition with that firm—as well as with every other rival firm in the market. How could we get and keep our thousands of customers if our goods were inferior? We can show sale records at our plant that prove we have the largest sales in our line.

"If you will point out in detail just what is wrong with my line, I can prove that you have been misinformed if you think it is an inferior line. If you will compare the lines point by point, Mr. Blank, you will find that our line is fully equal to any competitors' lines."

"Of course, opinions differ on nearly every subject. Different people prefer different styles of shoes, suits, hats. The house which would suit one man would not suit another. When it comes

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to a matter of comparison, it is the usual rule to take the consensus of opinion. The opinions of the majority of storekeepers and customers, as our sales show, prove that there is no better line than ours on the market.

"Quality and price considered, Mr. Blank, an inspection of my samples will prove that you cannot do better elsewhere than you can by dealing with us.

"The stamp of public approval is on our goods. That is a vitally important fact. It pays to sell the line which is accepted by the majority as the best."

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66 B.—"YOUR LINE IS NOT AS GOOD AS YOUR COMPETITOR'S."

"Mr. Blank, you yourself admit that the line is dependable and excellent value for the money. Other lines may be higher priced, but that doesn't prove that you can make most money by handling them. Look at the line I am selling entirely on its own merits. Is it a line that will give satisfaction? Will it pay you a good profit? If so, it is a good line to handle.

"You know that you must meet the competition of the mail order house or lose trade. The main thing which he drives home in his circulars is his ability to sell cheaply. To combat this competition you must have goods to sell at prices which will enable you to hold your own. This line will

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enable you to do it. We have taken into consideration the fact that you have to meet competition and that if your price is too high you will lose the business. It will certainly pay you to take advantage of the offer we make."

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67 A.—"I CAN MAKE MORE MONEY ON ANOTHER LINE."

"Mr. Blank, a merchant who has built up the trade you have is too experienced to look merely at the immediate profit that he may make from handling a certain line. He sees how selling such a line or article will affect his sales through a longer period than a week or a month.

Even if you do make exceptional profits by selling a line made more to sell than to wear—more for surface attractiveness than for lasting qualities, such a policy will react on you and injure you in the end.

"The very wisest and biggest business houses in the country—both wholesale and retail— are learning that it pays better to sell a large amount of high quality goods at a small profit on each article than to work off at a big profit on each article inferior goods that do not give lasting satisfaction.

"People avoid the house which has the reputation of over-charging, just as you avoid the whole-

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saler who tries to unload over-priced goods on you.

"It pays better to handle a line which gets repeat orders, even though you don't make so much profit on each sale, than it does to tie up with a line which will lose you business in the long run."

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67 B.—"I CAN MAKE MORE MONEY ON ANOTHER LINE."

"Maybe you can, Mr. Blank, for a short time; but the best way to have a growing store is to put in merchandise that will build up a permanent satisfied trade.

"No merchant can be bigger than the goods he sells. They make his name and his reputation rise high or fall low. The better the goods you sell, Mr. Blank, the better will be the opinion that the public will form about your store—the better basis you will be laying for permanent success.

"Quality considered, this line is the cheapest. It is the line that it will pay you best to handle, both from the customer's point of view and from your own.

"Put yourself in the customer's place. Suppose when he comes in here he buys a suit on which you are making a big margin of profit—more than an ordinary, fair profit. After a little wear the customer begins to notice that the suit

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for which he paid a fair price is getting shabby and worn out. How will that man regard you in the future? How would you regard a merchant who sold you such goods? Satisfied customers are the success makers of your store. These goods will make you satisfied customers."

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67 C.—"I CAN MAKE MORE MONEY ON ANOTHER LINE."

"Be fair about the matter, Mr. Blank. If you can make more money out of another line, the additional profit made must come directly out of the pockets of the consumer. The goods will be weighted down with too much profit to get repeat orders.

"Quality considered, our prices are the lowest obtainable. There is no house in the country that can sell any line equal to this as cheaply as we can. We do not lower our prices by lowering the quality of our goods.

"You know, Mr. Blank, that a man gets just what he pays for generally and no more. High grade merchandise, like a high-grade man, costs more because it's well worth more money.

"It will pay you to handle our line. It will make you a profit. It will increase your reputation and it will gain repeat orders."

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68 A.—"I CAN BUY GOODS THAT ANSWER MY PURPOSE AT A LOWER FIGURE."

"Yes, Mr. Blank, you can buy goods that will answer a certain purpose at a much lower figure. The same chance is open to every merchant in your line in the United States; but of all those that have the opportunity to do so, comparatively few take advantage of it, and those that do are not in the front rank of trade.

"You must remember that the tendency of all demands is toward quality. The manufacturer preaches quality in his advertisement, and the public looks for it. Buy an article that has not been advertised as of the highest quality—place this article on sale alongside of one that has been advertised as far above the ordinary, and see which one the customer will choose, even when the article of quality is higher priced than the other. The public cheerfully pays the price for it, and is everywhere demanding a better class of goods—the best that the designers can design and the manufacturers turn out.

"There can be no lower figure on this class of goods without a corresponding inferiority in quality. The cost of a product is figured so closely by every manufacturer that he knows to a fraction of a cent what his goods cost him, what it costs to sell them, and what profit he must have in order to continue in business. This line is one

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that comes to you at a merely nominal profit, and the goods must be slighted somewhere when you get them at a lower price.

"When you consider our facilities are the best for manufacturing, our organization is as nearly perfect as it is possible for an organization to be, and that the goods come to you at a merely nominal profit, this means that you get a splendid value at the lowest possible figure that quality of product will allow."

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68 B.—"I CAN BUY GOODS WHICH WILL DO AT A LOWER FIGURE."

"Yes, Mr. Brown, we both know very well that you can get goods that 'will do' at a very low figure—at such a figure, in fact, that our house, like any other house of its class, cannot begin to compete with it on the ground of price, but on the score of quality—that's a different thing. You and I remember when the people weren't what you would call buyers at all. A farmer who had a covered buggy was looked on as a rich man. Nowadays not only every farmer but lots of farmers' boys not only have a buggy, but about the best buggy that money can buy. The people want the best, and they are willing to pay for it. That's what sells automobiles.

"And see what quality costs; a little more care in the selection of the material; a little more

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skilled help in the factory; a little better inspection. The cost to you is a little higher—granted—but you get a satisfied customer, and he is trade for all time. The only thing you can say is that quality goods last too long, but the longer they last the longer you hold a customer to you."

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69 A.—"I CAN BUY AN ARTICLE SIMILAR TO YOURS AT A LOWER PRICE."

"Mr. Blank, you do not pay all your clerks the same wages. Why? Because some are worth more to you than others. Concerns who have salesmen on salaries do not pay them all the same salaries because some are worth more than others. There is a great difference between clerks; there is a great difference between salesmen, and there is a great difference between different makes of articles of this kind. If we ask you a higher price for this than for any other similar article, it is because this is worth more. If you were to let one of your clerks go, which one would you part with most willingly—the one receiving the highest salary or the one receiving the lowest salary? The clerk who costs the least is the one whose services you could best dispense with because he gives you least service. It is the same with an article of this kind. The article that can demand and receive the highest price, as ours can, is the one that the business man can least afford to do without."

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70 A.—"I CAN'T MAKE ENOUGH MONEY ON YOUR LINE."

"Mr. Blank, as you know, Marshall Field built up his enormous business on the principle of selling a large quantity of goods at a small profit rather than a small quantity of merchandise at a big profit.

"If Marshall Field had not been far sighted enough to be content with small profits and quick returns on big sales, he would have remained a small dealer instead of becoming one of the greatest merchants the world has known.

"Too big profits on goods kill future sales. They breed dissatisfaction. Customers are pretty well posted to-day. They travel and compare goods and prices. They know when they are getting the biggest possible value for their money.

"You want repeat orders. They are the very life blood of business. These goods will enable you to get there."

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71 A.—"YOUR GOODS DON'T PAY ENOUGH PROFIT."

"On single sales you may not make a big profit, but this line meets with a heavy public demand that means a great volume of sales.

"The profit on an individual sale won't be very great. But it is also true that no single passenger pays for the expense of running a passenger

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train. Hundreds of fares must be collected on a train to make up for the cost of the locomotive, the coaches, other equipment, and fixed operating expenses. It is rarely that one shipment pays the expense of a freight train. A small profit on each shipment enables the railroad company to make money and pay dividends. The thing that makes money for the railroad is great numbers of shipments; and the thing that makes money for a retailer is great number of sales.

"This line was specially adapted to become a big seller. It is manufactured and sold at a price that defeats competition. You couldn't make a wiser move than to put it in."

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71 B.—"YOUR GOODS DON'T PAY ENOUGH PROFIT."

"Mr. Blank, they pay all the profit that any goods of this sort will legitimately stand. Goods of this kind can't be made to pay more profit without giving the customer the short end of a purchase. A merchant can't afford to cut all quality out of what he sells.

"Isn't it better to sell twenty articles per day at a profit of 10 cents each, and to have twenty satisfied customers, than to sell ten of the same kind of articles at a profit of 20 cents each and not be sure of giving satisfaction?

"The retail business world, Mr. Blank, is run-

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ning more and more on the principle of big volume of sales at a small profit per sale, rather than on the principle of few sales at a big profit per sale.

"What the retailer wants is largest net profit—whether from big volume or small volume of sales, and this line is one of the largest sellers and best money makers ever put out."

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71 C.—"YOUR GOODS DON'T PAY ENOUGH PROFIT."

"All over the country, Mr. Blank, the customer is being trained to expect more for his money than formerly. Advertising has educated him to be a much keener judge of values and merchandise than before. He is cautious about buying articles which bear no trademark and of which he has not heard anything. He gets better values for his money, and the manufacturer and storekeeper work on a narrower margin of profit.

"The trend in storekeeping is to sell more goods at a smaller profit per sale and to offer more lines than before. The day of the big profit per individual sale in retailing has gone forever, and the wise storekeeper is the man who accepts conditions as they are, and strives to meet them. The way to increase profits is to increase volume of sales.

"You say that these goods do not pay enough

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profit. If you can sell twice as many of the same class of merchandise at a smaller profit per article will it not pay you to handle those goods, rather than a line which does not meet with a ready sale, but yields a bigger profit per article?

"These goods meet the popular demand because they fill every need of the buying public. Of course it costs more money to manufacture such goods than the other kind; but they are very much more profitable to handle, because they bring repeat sales. They will gain you the increased confidence of the public and increase your reputation.

"It is absolutely impossible, as you know, to get something for nothing. We have to pay for things worth while. Our goods cost more simply because they are worth more. They sell for higher prices than other goods because there is more value in them."

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71 E. — "YOUR GOODS DON'T PAY ENOUGH PROFIT."

"Mr. Blank, I take it you are building for the future, and that you figure your sales by months and twelvemonths instead of by days. Now, I guarantee that in a year's time you will have made much more money by repeat orders due to the satisfaction this line will give your customers than if you handle a cheaper line at a greater profit per article.

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"I want you to look at your possible profits through a period not of thirty days, but of six months or a year. I admit for a single month it might pay you to unload a line of inferior quality which paid a bigger profit per article. But if you stocked up on the cheaper line you would lose money in the long run.

"The most successful dealers are those who hold business year in, year out, by giving their customers better instead of cheaper goods. It's much preferable to have a big demand for good merchandise at a fair profit rather than a small trade in cheap goods which pay a big profit."

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72 A.—THE QUALITY IS TOO HIGH."

"There never was so favorable an opportunity to sell first-class goods before. Customers want to buy goods as cheaply as they can at any time, but in prosperous times like these they are willing to shove the notch up a little in buying. The tendency of the time is towards higher priced goods in every line, and that merchant is most enterprising and makes the biggest success who most fully realizes this fact."

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73 A.—"MAIL ORDER HOUSES KILL THE TRADE IN THIS LINE."

"Mr. Blank, you cannot get me to admit that.

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If a retail mail order house gets trade away from your district, it is merely because you permit them to do so. They fish for business better than you do—and you let them. They dangle the bait of saving 50 cents or $5 occasionally before the eyes of the individual, and make it up on other articles they sell him. On the strength of a small saving they permit him, by selling him one article at cost, they often secure his order for hundreds of dollars worth of goods at higher figures.

"They haven't any real advantage of you. They are under heavy expenses. Their advertising expenditure alone runs up into millions of dollars annually. Figure out what their catalogs cost them. You are not under this expense. You are on the ground—right near your customers. You see them face to face day after day. You can offer leaders in this line, as well as the mail order house. You can use the same kind of bait which catches so many orders for firms hundreds of miles away from here. You can get the catalogs of these houses, study them and go them one better in your offers.

"Take a leader offered by a mail order house and show your friends that you can do as well by them as the mail order house. You will never get business by keeping silent, or not putting up a fight. These goods I have are sold you at prices which will enable you to overcome mail order competition."

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73 B.—"MAIL ORDER HOUSES KILL THE TRADE IN THIS LINE."

"You say, Mr. Blank, that the mail order houses hurt your trade and you can't carry much of a stock on that account. Now, a great many merchants hold that all this mail-order talk simmers right down to one thing—that the man who is the best salesman is the man who sells the goods. Why, if I should offer to wager you that I could bring the most hardened mail-order buyer in this town into your store and sell him your goods, I don't believe that you would want to take the bet. First I would go out and get hold of him and get him into the store, show him things about it he never suspected, and tell him what excellent quality there is in the goods. I would bring it to his notice if he wanted a month's time to pay he could have it, while he usually has to pay cash when he sends away. Further, I would impress upon him that every dollar spent in his home town helped to build it up, that that dollar stayed in this locality and circulates. He wouldn't leave without doing business with us, either.

"Now, you are just as good a salesman as I am—better, perhaps—and I would hate to offer you this minute ten dollars if you would do just what I say—go out and get Mr. Blank, the mail-order patron, and bring him in here and sell him. If I made you such an offer I would surely be out my ten dollars. So, meeting mail-order competi-

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tion is a question of getting after the man and selling him—a matter of salesmanship, in other words.

"You say, Mr. Blank, that mail order competition has cut you out of this line and you don't care to handle it for that reason. Now as a traveling man going around and seeing store after store and town after town, I want to tell you honestly, fairly and squarely what I have observed in the different towns is that the mail-order houses cannot compete with the live local dealer. I know the first thing your customer will say on mail-order lines is that they can buy them cheaper from the mail-order houses. Suppose they can; are you—here on the ground—with all your advantages, not able to get a fair price, a living profit out of your goods? See the advantages you have to be compared with the one advantage of price that the mail-order people have to work on. You have the goods in stock. There is no way in which the mail-order customer can look the goods over for himself and see what he's buying. That's an immense advantage to the local dealer, when you stop to think of it.

"Then you have a big advantage in the fact that you know the customer, what his circumstances are to-day, or what he is liable to be to-morrow, and what his taste is. You can make a friend of him and educate him up to the point where he will be a regular customer.

"What are you doing to meet catalog-house

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competition on this line? Are you educating your trade the same as the mail-order houses are? Suppose that in every other home in your selling district there's a catalog from some mail-order establishment. Have you your catalog, or your advertisement, in there too? Can't you get your literature in the people's hands just as well as the mail-order houses? Give your prices and they will compare them with those of the catalog houses; and when the freight is added there will be very little inducement for them to 'send away' for their stuff.

"Are you using system, first in keeping these competitors from getting your customers, and next, in getting back customers who are doing a little purchasing by mail? Have you now in your file, the names of people trading with you who are partially supplied by the big city houses? You use system in extending credit and in making collections, why not systematize your 'anti-mail-order' department and get after customers who have been bitten by the catalog house bug? When you show a man that it's to his interest to trade with you—and you can do it—it'll take more than a big catalog full of pictures to get his trade from you."

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73 C.—"MAIL-ORDER HOUSES KILL THE TRADE IN THIS LINE."

"Mr. Blank, do you realize the enormous

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amount of business that is CREATED each year? Millions of dollars are spent every month by people merely on caprice or whim, or by a temporary desire aroused by advertising or by seeing an article. If the article is not seen, it is not desired. If it is not desired it is not bought.

"How many people, Mr. Blank, lived for years without a camera, but how often our money has gone to buy a camera or some other article on account of a temporary desire and after awhile, the camera and the phonographs were all laid away? What caused the great boom in bicycles. Temporary desires. It was a temporary fad. Still, many people got rich in the business while the fad lasted.

"Every man spends every year a certain percentage of his income on what you might call artificial or stimulated desires. The windows of your stores enable you to get much of this money. You can display goods which will CREATE DESIRE for them and get the money just as well as the mail-order houses or big department stores do through the medium of their catalog, advertising or display."

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73 D.—"MAIL ORDER HOUSES KILL THE TRADE IN THIS LINE."

"Mr. Blank, the trade is not killed or dead; it is as live as ever. It is merely traveling in the wrong direction—towards the mail-order houses

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instead of towards you. Wise effort on your part can win it back to the proper channel. We can help you get it back.

"Mail-order houses get trade in any particular line away from local dealers simply because they are more enterprising. They haven't any natural advantages over him but they go after business more strongly. You can get the business back if you try hard enough. I can tell you how to do it.

"Mail-order houses do not control as much business as many people think. At the outside they do not more than one hundred million dollars' worth of business each year, while the business done by the three hundred thousand dealers of the country *amounts* to over three billion dollars each year. Therefore, the mail-order houses do not more than 3 1-3 per cent of the total business of the country.

"The only way to get business is to fight for it. You must have the ammunition to fight successfully, however, and we can supply that in the shape of proper goods. Look at this line, Mr. Blank, compare it with the prices quoted by the mail-order men, and you will at once see you can win the business back that you have lost."

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73 E.—"MAIL ORDER HOUSES KILL THE TRADE IN THIS LINE."

"Mr. Blank, it is a great mistake to believe that

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mail-order houses ever take business away from you by selling cheaper. They get quite as much for their goods as you do; the main difference is that they *appear to sell more cheaply.*

"Mail-order houses no more manufacture this line which you say they control than you do yourself. They have to go to a manufacturer for it just as you do.

"Consider the expense under which a big mail-order house operates. It has to pay thousands of employes, a huge rent has to be met. Hundreds of thousands of dollars have to be invested in advertising.

"The only difference is that the mail-order man goes after business more cleverly than the retailer. He knows how to impress the people with the belief that he sells more cheaply.

"Open the people's eyes to these facts, Mr. Blank, and they will buy from you in preference to the mail-order firm. But you must have the goods. Stock up with my line and you will easily be enabled to overcome this competition and direct the business in this line which is now going past you, to your store."

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74 A.—"THIS MAIL ORDER TRADE IS GETTING TOO STRONG TO OVERCOME."

"Mr. Blank, system is a splendid thing to em-

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ploy in fighting this competition. Mail-order houses use system. You can use it better than they. The mail-order houses themselves have the name of your town written down on their books or cards. They have the names of certain people in this town and can tell you just what quantity of goods they sell to this banker, doctor, lawyer or farmer, and also the class of goods he buys. They regard that information as a valuable asset. The man who buys from a catalog house is not merely sold and forgotten. His name is put down on a mailing list and he is constantly offered goods of the same class he bought previously and other merchandise every three months or so.

"Would it not be a wise plan for you also to devote some time to going after business in such a systematic manner? Why not get a card system and every time a person buys something here ascertain his or her name and address and put all the information possible down on an indexed card? If that individual buys a machine, it is evident you can sell him oil or supplies for that article later on. If people buy clothing why not send them notice every season of what new goods you have in stock or of clearing sales? The same argument applies to all kinds of merchandise. These cards, in a short time, will constitute a big cash asset and form a direct route to the getting of much business that would otherwise slip away from you."

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74 B.—"THIS MAIL ORDER TRADE IS GETTING TOO STRONG TO OVERCOME."

"Yes, I know, Mr. Blank, sometimes the retailers think they have hard sledding compared with the catalog houses. But look at that big failure in Chicago just a short time ago. There was one mail-order house that talked as though it was going to do all the business in the world. I suppose when you saw people sending away to it, and even sending their money to buy stock in the concern, it gave you a bit of a scare, as it did some of my other customers. Yet you are in business now—and that mail-order house has gone. The retailers were too much for it. The retailer has more advantages than the mail-order house if he only realized it. You are right here on the ground. You can do better here than any mail-order house can do if you use the same enterprise in going after the business of your neighbors and customers."

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75 A.—"THE CITY DEALER MONOPOLIZES THIS CLASS OF TRADE."

"Mr. Blank, you say that you cannot afford to install my line because so many of your townspeople patronize the city dealers or purchase their supplies through a mail-order house. This condition of things must be very bad for your trade, and if I were you I would take strenuous measures

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to put a stop to it. You have a right to the patronage of the members of your community so long as you are prepared to supply their wants with right goods at right prices. They are under obligations to patronize you so long as you are a taxpayer in their city and help to support its public enterprises.

"I offer you a way to get back your custom. As a business man, Mr. Blank, and as a spirited man, you should be willing to accept this opportunity. Install an attractive stock and advertise it. Let the people see that nowadays a merchant in a town of this size can afford to give the best goods at the lowest prices. Appeal to their pride as a community by keeping in the lead with as good a stock as the city merchant. Show the people that they can get no better bargains anywhere than you have to offer. Unless you buy liberally and wisely there's no possibility of keeping a modern and complete stock on hand; and unless you have a modern and complete stock, you cannot blame your townspeople if they go to the city dealer in order to obtain the best."

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76 A.—"CITY HOUSES KILL THE TRADE IN THIS LINE."

"Mr. Blank, the city storekeeper would be delighted to hear you make such an admission. But

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you need make no such admission. The city man can't kill your trade unless you let him.

"If there is any money in this trade for the city house, there is money in it for you. The city firm does not sell its average article for a price less than the average price that you can make.

"City stores, like mail-order houses, Mr. Blank, are mighty good bluffers. The game of business is somewhat like the game of poker; the man who can bluff well occasionally wins a hand.

"City houses continually state they have secured 'Exceptional bargains' and are offering them at 'ridiculously low prices.' Surely you can do the same. City houses talk of wonderful bargains at 50 cents—and give them with the object of getting a customer started with them and later making it easy for him to spend $10 at higher prices. You can do the same.

"Copy the tactics of these successful houses and you will be successful in selling this line too. If they have scared you into believing that they have captured all the trade going in this line, they have you where they want you. There is money in handling these goods; you know it; push for business and you will certainly get it."

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76 B.—"CITY HOUSES KILL THE TRADE IN THIS LINE."

"Mr. Blank, the city storekeeper is out for all

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the money he can make, and you can hardly blame him for taking all the trade he can get hold of.

"At the same time, the city store would never have accomplished anything here if it had kept silent. Why don't you let the people here know, as the city house does, that you can sell goods as cheaply as your city competitor? Get word to the people here—advertise; send out circulars. Offer bargains in fact as well as in appearance. Invite comparisons and cause comment. You can do this just as well as your distant competitor does. You are here on the ground.

"The way the city store gets business is to offer leaders. On these leaders it is willing to lose money occasionally because the money will come back on something else if trade is once attracted. Mr. Blank, if it wasn't for these leaders offered by city houses money would never leave this town to go to the city stores. People who buy one thing from a store buy another thing there. This rule works both ways. It will work as well for you as for the city house. Why not adopt the same money-making tactics as your successful competitor?

"The line of goods I can sell you is such that you simply can't help but get business by offering it."

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76 C.—"CITY HOUSES KILL TRADE IN THIS LINE."

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"They didn't do it all at once, Mr. Blank. The trade, small at first, grew bigger and bigger month by month.

"From the start it was a matter of education through the medium of the mails. Plenty of alluring advertising was used. You can use the same means. Postage for circulars costs you no more than it costs them.

"The city house sells its goods to people in this locality under a heavy disadvantage. Consumers have to pay freight, wait a long time for their goods very often, and if there is anything wrong with the goods they have to wait till the merchandise is shipped all the way back and exchanged.

"The city house is under enormous expense for rent. On State street, Chicago, ground is valued as high as $50,000 per front foot. Think of that price for *a single foot!*

"Consider the enormous advertising bills of these houses.

"Mr. Blank, you are on the spot. Your rent is not heavy; you get help more cheaply. The city stores cannot sell this line except at a handsome profit and pay their bills and dividends. Why don't you fight for a share of the trade. You can certainly get it if you go after it strongly enough."

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77 A.—"THIS LINE HAS BEEN WORKED TO DEATH. IT IS PLAYED OUT."

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"That makes me think of an experience of mine some years ago. A friend wanted me to go into business with him. He ran a lumber yard. Well, I took the same stand with him that you have taken with me. We drove around the town, and as we looked about it seemed as though no more houses were necessary. Everybody seemed to be comfortably housed; all the houses had barns, as many as they needed; all the streams were spanned by bridges. I couldn't come to any logical conclusion that there would be any demand for lumber in that locality.

"Yet you know and I know that lumber has been sold right straight along, and will continue to be sold. It is a staple always in demand. That man is in the lumber business to-day. Yet if that argument had stopped him—that everybody had all the lumber necessary—he would have gone right out of the business then.

"A staple line never plays out. It is never worked to death."

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77 B.—"THIS LINE HAS BEEN WORKED TO DEATH—PLAYED OUT."

"The fact that people are somewhat familiar with it will really help its sale when it is properly put before them. It takes a certain amount of time and argument to make people familiar with a proposition. Bicycles did not sell well for some

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years after they were on the market, until people had become familiar with them, and then the tremendous boom came. Many a salesman succeeds in a territory because it has already been worked by some other salesman. The first man has introduced the proposition to the people, and done the preliminary work in getting them ready to buy, and the second man coming along with better methods reaps the harvest of all the work that has been done previously."

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77 C.—"THIS LINE HAS BEEN WORKED TO DEATH—PLAYED OUT."

"Mr. Blank, when everybody believes an article is worked to death and that competition is so frightfully keen that he can't handle the article profitably, that is just the time when the wise storekeeper has a special sale on the article. Other dealers are not pushing the line—in most cases are not stocked with it.

"People are continually becoming afraid without real reason. Pessimists are a common human class. Your experience tells you that. If you opened a new store—no matter what it was, whether a grocery, hardware, clothing or department store, people would say, 'Oh, that proposition has been worked to death in this locality.' No doubt people said that when you started in here. Still, that didn't prevent you from opening up or making good, did it?

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"A man must be bigger than the line he sells if he is to make a success at it. If you put out the right kind of talk regarding this line, you can certainly sell it. Thousands of other retailers handle it successfully in places where competition is quite as keen as it is here. There is a big profit in handling these goods if you will boost quality more and talk price less. People know good goods cost more than cheap goods. Stock up with this merchandise, handle it rightly, and you will make money, Mr. Blank."

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77 D.—"THIS LINE HAS BEEN WORKED TO DEATH—PLAYED OUT."

"Mr. Blank, how many of your opinions and mine are founded on what we hear—how little on what we positively know to be cold, hard facts? I have found this so repeatedly in my own case. Are you sure this line is altogether played out? Does the fact that it has been sold here prove that it can't be sold in the future? Does the fact that there is competition prove that you can't sell it?

"Mr. Blank, you have the power to fight competition, if you will only use it. The big retailers build up their reputation, which is their power, by selling the right class of goods. People buy their merchandise of these retailers because they know it is impossible to buy elsewhere to more advantage.

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"You can do as well as they. You can push quality to the front; you can once or twice a week offer special bargains to get people into your store, as the big retailers do. But you must have the goods to offer in order to get and to hold the trade. This line is a staple; people cannot get along without it, and the price I am making you enables you to sell at figures that will strongly attract trade."

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77 E.—"THIS LINE HAS BEEN WORKED TO DEATH—PLAYED OUT."

"The average man is suspicious of things that are altogether new. Men are more or less like sheep. They have confidence in things that they have known for some time. Strangers in many towns are looked upon with suspicion simply because they are not known, and they get ahead much better after the people have become somewhat familiar with them. It is a curious fact in human nature. This is true in merchandising also. Many articles and many lines of goods that at first people will not buy, because they are new to them, they afterwards buy with eagerness.

"The president of the National Cash Register Company says that for ten years after he began the sale of cash registers he had to meet prejudice and opposition that nearly put him out of business. It took him ten years to educate the country

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to the fact that a cash register was a good thing; after he had done that he had tremendous sales, and now he sells nearly two million dollars' worth a month. He also said that in the early days of the business he was glad to see all the competitors that could spring up, because they shared the burden of educating the public to the value of cash registers. It took years to make the people familiar with his product and they would not buy until they were familiar with it. Now apply that to my line. The mere fact that this kind of an article or line has been sold in your town for years ought not to be a hindrance to you. It ought to be a help if you use the right methods of merchandising."

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77 F.—"THIS LINE HAS BEEN WORKED TO DEATH—PLAYED OUT."

"The good points in a new proposition are not known at first. It takes time to familiarize people with them. Many advertisers spend hundreds of thousands of dollars before they make any impression on the public. It takes time to convince an individual man in a personal argument. It takes time to convince a jury in a trial. You cannot get a verdict until you have made them listen to all the evidence. It takes time to convince the public, through advertisements in the newspapers, or through a force of salesmen, of the merits of an article, and it takes time to convince people in

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a town that a certain line of goods has merit. This preliminary work has all been done in your case because this line of goods has been handled here before. Your case is exactly the same as that of a man who has to fight a ring battle. You will find it a hard job to lick your man if he is entirely fresh when you begin, but if some other opponent has already been struggling with him and hit him some hard blows, you are in a better position to do him up quickly when you jump into the ring because he has previously been through a struggle with somebody else.

"People have prejudices and wrong ideas about things with which they are not familiar. A new thing always has to rest under a cloud of doubt for a time, whereas something that is not altogether new is not subject to misunderstanding or wrong ideas."

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77 G.—"THIS LINE HAS BEEN WORKED TO DEATH—PLAYED OUT."

"Mr. Blank, if you got a catalog from a big mail-order house, you would find this line listed prominently. The big city retailer doesn't refuse to handle it because there is plenty of competition in it.

"The very fact that there is a keen fight for this business proves that it must be profitable merchandise to handle, and even if it were not

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a big money-maker it would still pay you to stock up with it.

"The modern store to pay well, Mr. Blank, must carry representative lines. If you get a man or woman to come here for some of these goods, then is your opportunity to sell them other merchandise.

"You can't get people into your store unless you have the goods to sell them. If this line is so popular that everyone is selling it, isn't that a reason why you should handle it?

"This line, made by our house, Mr. Blank, was specially manufactured to enable the dealer to get a fair profit on it in the teeth of existing competition. We know your difficulties and have anticipated them. Let me take your order now. It will pay you to carry this line."

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77 H.—"THIS LINE HAS BEEN WORKED TO DEATH—PLAYED OUT."

"No staple can be worked to death. There is always a demand for staple goods. People have to have staples week after week, month after month. If a man is buying some luxury or some goods for which there is a temporary demand because of a fad, he might be left with them on his hands, but staple goods have been bought for years and years and will be bought for years and years to come."

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78 A.—"TOO MUCH COMPETITION."

"You know what the character David Harum said in a famous book by that name. 'A few fleas are good for a dog,' he remarked, 'they keep him from meditating on his other troubles.' It may likewise be said that a fair degree of competition is good for a merchant. It keeps him active and alert. It makes him progressive. Obstacles are things that call forth our powers; difficulties and opposition make us perform feats that we never would have known we could perform if our ingenuity and enterprise had not been taxed. Kites rise strongest against the wind and it takes opposition to bring out the best qualities in a man. Salesmen work best in the face of competition. One of the reasons why I am so eager to sell you is because my competitors are constantly approaching you, and one of the reasons why I know my business so well is because competing salesmen in other lines have forced me to know my business and to develop my power.

"The negro lying on the river bank in Mississippi finds it easy to get enough food to live. There is nothing to stimulate his ambition in that warm, harmless climate, where getting a living is so easy. It was the Yankees of New England, where the soil is so rocky that you have to file the sheep's noses in order that they can get them in between the rocks to crop the grass—it was in this harsh New England where nature opposed

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man that the Yankee spirit of enterprise and ingenuity—the energetic and aggressive qualities that built up our great manufacturing concerns—were developed."

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78 B.—"TOO MUCH COMPETITION."

"In other towns and cities, dealers and merchants are making money handling this line in the face of the fiercest competition imaginable. Let me quote you an instance in the town of ..... Mr. ..... handles our line there. The town has a population of only ..... people. There are ..... other merchants handling similar lines, yet Mr. ..... regularly buys from us ..... quantity of our product in the face of this competition and with a comparatively small population. This must prove the worth and selling quality of our product, in the face of competition, and we can multiply such instances—there are thousands of them."

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78 C.—"TOO MUCH COMPETITION."

"Goods of first-class quality can be sold in the face of any kind of competition. If every manufacturer who had to face competition went out of business there would be few factories running. Take the matter of breakfast foods, for instance. There are about two hundred brands on the market, yet new ones are being brought out every

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month and are commanding big sales. One breakfast food company brought out a new toasted corn flake, and in three months had enough orders piled up to keep its factories busy for six months in the future, and this in the face of competition of two hundred breakfast foods which had already been put upon the market. There is tremendous competition in every line of merchandise, yet it cannot prevent a first-class product from being successfully marketed. Anything that is good can be sold if it is properly pushed or displayed and attention called to it."

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78 D.—"TOO MUCH COMPETITION."

"That is proof that there is a big demand for this line. Why should you not get a share of this trade? The reason that you have quoted for not buying is the very strongest reason why you should buy. If there are people in this town who could use such a line you ought to have them coming into your store and not going into your competitors' stores. Every time a customer fails to find something he wants in your store and finds it in a competitor's store, your chances of securing or holding that man's trade have suffered a blow. You cannot afford to let any other dealer or merchant in this town get ahead of you in giving satisfaction to the public."

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78 E.—"TOO MUCH COMPETITION."

"Then other merchants have helped to educate the public to buy this line of goods. Every time a customer goes into one of your competitor's stores, he had these goods called to his attention, and this ought to help you sell them here. You know sometimes half a dozen salesmen can visit a retailer like you before he will take on a line. He turns the salesmen all down in succession, but they have set him to thinking. Each one has had some effect upon him, and the last salesman who comes along, instead of being hampered by the work of preceding salesmen, has been helped by them, and the last man gets the order. Remember this great fact about competition—that competition educates the public to the value of the general lines which you and your competitors are handling and each competitor, despite himself, is helping the other competitors, because he is making the public more willing to buy that general line. All the different competitors that approach a customer are plowing the field and sowing the seed. Often it is the last man who reaps the harvest. If other merchants have handled similar lines in this town they have worked to educate the public to a point where you can reap the harvest."

---

78 F.—"TOO MUCH COMPETITION."

"Mr. Blank, competition works both ways. If

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it causes your customer to go into a rival's store to see what he has for sale, it also causes your competitor's customers to come in here to see what you have for sale.

"Competition is merely a bogy man, Mr. Blank. The name of it frightens men. Look it squarely in the face, and it has no power to harm anybody.

"Competition cannot scare out a merchant who is carrying the right lines at the right prices, and who hustles for business.

"Take this line of mine. You admit it is a staple. You can see that the price is right, and that it has high quality.

"Mr. Blank, you can forget competition if you talk quality more than you talk price. You can get trade on quality talk—the best class of trade—more than you can get by everlastingly talking price. Price is not the only consideration that makes the customer buy. So long as this is true—so long as quality counts with him—you can hold him against competition.

"My line will stand quality talk. It was made to overcome such competition as you have to combat. If you handle it you'll find that my words are true."

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78 G.—"TOO MUCH COMPETITION."

"Is competition a thing peculiar to this single line? Don't you find the same competition in other lines you carry? Is not competition a thing to

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be expected and taken for granted? Can you name any line of goods manufactured that does not have to meet competition? Can you name any section of the country where there is not competition? Yet business is being done, millions of dollars of it, in the face of competition everywhere.

"Every new book that comes out has to compete with all the millions of books that have been written since the world began, and yet hundreds of thousands of new books come out every year and find a sale. Competition is a kind of bugaboo, like the imaginary bears that children are afraid of on dark staircases. As a boy you have pulled the covers up over your head in fear of imaginary monsters in your room, and yet you were never injured. Competition is no bar to an enterprising merchant. It is an imaginary monster powerless to harm any one who is not afraid of it."

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78 H.—"TOO MUCH COMPETITION."

"Mr. Blank, there is no business or profession on the face of the earth in which that complaint is not heard.

"Doctors compete keenly. You can get a doctor to visit you for a fee as low as $1; yet that fact never disturbs the high-grade specialist. He gets the higher price because his services are worth it, and those of the other man are not.

"The club which kills a retailer's competition

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is the acquisition of a reputation for selling quality goods.

"People are under no delusion about competition. They are interested in low prices; yet they know it pays them to buy quality as well as quantity. Too many merchants, Mr. Blank, are afraid to talk quality and to ask fair prices. A fair price, backed by quality talks, will not scare a customer out. Before you can get a man to believe that a suit of clothing is good, you must ask a good price for it. Often a good price impresses him in itself.

"Your competitor is a man like yourself. He has to make a fair profit on what he sells or in time go to the wall. If it pays him to handle a line something like this it will pay you to handle this, which is a better one. The line I carry will enable you to talk to such advantage that you need not fear competition."

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79 A.—"TOO MANY SIMILAR LINES IN TOWN NOW."

"You then have the same chance to make money as anybody else; you are selling a staple line which everybody needs. Some one will satisfy the current demand for this line. Why not you as well as anybody else?

"This store cost you good money to fit out; it costs you a fixed amount every day for clerical

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help, light, heat and other operating expenses. You can't reduce those expenses.

"The only way you can make more money is to sell more goods. Competition or no competition, you can't afford to stop pushing. You will get your share of business just in proportion to the energy you put forth in going after it. The harder you push, the more you will get. If others can sell lines like this—are selling them now, by your own statement—you can sell this line. We are making you figures which will enable you to meet and overcome competition."

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79 B.—"TOO MANY SIMILAR LINES IN TOWN NOW."

"Mr. Blank, a good jockey doesn't care how many other horses there are in the race, provided he has a good mount. A good doctor, lecturer or actor doesn't care how many other physicians, lecturers or actors are in town. He knows that the people will come to him because he can 'deliver the goods'—because the right kind of ability such as his, is at a premium.

"It's just the same with you. The right line of merchandise sells freely, regardless of competition. Let your trade know that you carry this line, Mr. Blank, and you will get plenty of business.

"The very fact that there are so many similar

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lines in town makes it easier for you to sell this merchandise than otherwise. A process of constant education has been going on. People have been taught to appreciate superior goods like these.

"If you close out a profitable line Mr. Blank, and refuse to carry it longer, you lose money. If you refuse to handle a line like mine, on which experience proves that there is profit to be made even in the face of strong competition, you will likewise be losing money. Stock up on this line and you won't regret it."

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79 C.—"TOO MANY SIMILAR LINES IN TOWN NOW."

"The more lines there are in a town, the more reason there is for a new line. The presence of these other similar stocks proves that there is a demand for them, and the last stock that is put in will get the biggest share of patronage if it is handled properly."

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79 D.—"TOO MANY SIMILAR LINES IN TOWN NOW."

"Yes, and some of them are making big sales on this kind of goods despite the competition. The mere fact that there are many dealers in the town doesn't prove that there is not room for one more

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if he is more enterprisng than the others, and the mere fact that many dealers are selling a certain kind of goods doesn't prove that another could not sell that same line and get his share of the trade if he was equally enterprisng with the best of his rivals. In every field of human endeavor—no matter how crowded it may be—there is always room at the top, and in merchandising there is always room at the top. There is always room for a first-class line or an enterprising dealer. There are two hundred brands of breakfast food before the public, yet each week is adding to the list. After two hundred were put on the market the Toasted Corn Flakes Company, of Battle Creek, brought out a new one. In three months' time it had orders enough to keep its factory busy for a year piled up. That was because they had a good article and used enterprise in selling it."

---

80 A.—"NO ROOM TO PUT IN YOUR STOCK AT ANY PRICE."

"A good packer, Mr. Blank, can always get twice as much into a box as the average man. With a little extra effort couldn't you possibly arrange your present stock so that it would go into less space? If you set your clerks to work on this proposition of packing a little closer for a couple of hours, couldn't they accomplish wonders?

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"It is because most retail stores in the country do not handle a varied line of goods that the mail order merchant gets such substantial orders. You know this to be a fact, Mr. Blank. If once you let your trade get the mail-order habit it takes some time to break them of it.

"Even if you only give this line a small display it will certainly sell rapidly. You can keep more of the line on hand at the back of the store.

"Mr. Blank, I never really understood what could be done with store space until I took a walk down State street, Chicago, and saw how the storekeepers there utilize every inch of space as though it were more valuable than diamonds.

"You could display more goods if you had more shelves, and if you double-decked your center counter. You have goods on this floor which will not be sold for several weeks, and which could be stored to advantage—merely leaving enough of all sizes and qualities on display to effect sales and fill orders.

"There is too much money to be made in this line for you to do without it. Will you agree to put it in if I find room for it?"

---

81 A.—"TOO BIG A STOCK ON HAND NOW."

"Mr. Blank, the best way to get rid of a big stock of slow-moving goods is to order quick-moving lines to get people into your store.

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"That is what the big city retailers do; they buy special lines at attractive prices and offer them at little profit just to enable them to get people into their stores. This enables them to work off other stocks.

"You can no more sell goods without getting people into this store than you can do business without merchandise. Many firms will sell goods at a positive loss on certain days to get the crowds into their store.

"Your capital is tied up in your slow-moving lines, Mr. Blank. It would pay you to advertise—to put some money into goods which will move faster, attract trade, and so work off all your stock.

"The mere fact that you have a big stock should not prevent you from continuing to keep up-to-date. People are more apt to trade at the store which has fresh, new, up-to-date merchandise coming in all the time."

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82 A.—"WE ARE HANDLING ENOUGH LINES ALREADY."

"Mr. Blank, other storekeepers handling many more lines than you do, have stocked up with our merchandise and are making a big profit by handling these goods. What others can do, surely you can also.

"Why does the big retailer make one thousand

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or five hundred dollars profit on a day's sales where the little dealer makes so much less. The one handles many lines while the small dealer handles only a few. The big man gets more money per customer from the customers who enter his store. His greater profits are not due merely to the fact that he has more customers.

"You can multiply your money-making opportunities by handling additional lines. You can make every day's profits bigger by selling more goods, and increasing the average sale you make to each customer.

"Time is capital as well as money, Mr. Blank. Every day that you don't carry this line in stock means a loss to you as surely as if you threw the money away.

"The profit is waiting for you to take. The public will buy this line. It fills a need. The price is right. Why not handle it?"

---

82 B.—"WE ARE HANDLING ENOUGH LINES ALREADY."

"A certain proportion of your expense, Mr. Blank, is fixed expense. It remains the same whether you handle a few lines of goods or many lines. For instance, your own personal service in management costs you just as much with the number of lines you are handling now as it would if you added more lines. Fixed expenses in a

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business does not increase in the same ratio as the volume of the business does. If you should do only a limited amount of business here you would barely meet your expenses. The difference between expenses and revenue grows greater in proportion to the increase in the size of your business. Many a railroad that has failed to make money when it carried only a million passengers in a year has begun to make money as soon as it passed the million mark, and has made money with every additional passenger thereafter. It is the slight additional sales that you can add while keeping the same fixed expense that make you profits. The big Chicago pork packers state that they make all of their money out of their by-products—that their income from the sale of dressed meat merely enables them to meet expenses, and that the 'velvet' or profit all comes to them through the sale of the hoofs, hide and tallow and other by-products of the slaughtering business. You could add our line to your present line without any increase in your expenses and would be simply adding so much 'velvet' to your profits."

---

82 C.—"WE ARE HANDLING ENOUGH LINES ALREADY."

"Mr. Blank, the more lines you handle the more profit you will make.

"By getting a man to purchase two articles in

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your store instead of one, you kill two birds with one stone; you make two profits from a single call.

"Ninety-nine women out of a hundred, when they start to go out shopping, can't tell everything they will buy before they get back. What they see in a store largely influences their decision to buy. Hundreds of people enter a store where a good stock of different lines of merchandise is carried—meaning to spend only $2, and before they leave spend $20. They are tempted to do this because the store carries so many lines."

---

82 D.—"WE ARE HANDLING ENOUGH LINES ALREADY."

"Mr. Blank, I take it that you are not making a profit on all the lines you handle. If you were making $500 a year profit on each of the different lines you carry you would hardly say you were handling too many lines.

"Perhaps the fact is you have a fairly large amount of merchandise on hand which is not selling as fast as it should. The hard and fast rule of the big department stores is that seasonable goods must not be carried over. The prices are cut to a point which will make the goods move out of the store. Mr. Blank, if you are hampered in this way, why don't you follow the example of the big retailers? You can sell the stickers for

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more money now than later on. The goods on the shelf that don't sell quickly earn nothing. Get rid of the dead stuff. Put your money into the live merchandise that I offer you. You can sell it at a profit because it's in demand.

"The mail-order men never say they're handling too many lines. The fact is they handle everything on which they can make a profit, and they manage to make a profit on nearly everything they sell."

---

83 A.—"TRYING TO HANDLE TOO MANY LINES NOW."

"If you are handling a considerable number of lines, Mr. Blank, then you are on the right road to a considerable success. The dealer who makes the most money in modern storekeeping is the man who handles the largest possible number of lines. Say what you will, you are working on the right principle—the principle of the biggest successes in retailing. It was by handling many lines that the millionaire retailers built up their mammoth establishments from little cramped stores. What made them money will make you money. The more lines you handle the more business you will get, and the more you will add to your prestige and reputation.

"When a mail-order man opens up in business he sets aside but 25 per cent of his capital for

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merchandise, samples, office fixtures, rent, etc., and the other 75 per cent for advertising. He knows how vitally important it is to awaken demand for his goods as well as to have the stock itself.

"You can do the same thing. You are on the ground here. You can let your customers and all the people in the locality know that you can offer them all that any mail-order house can offer.

"Handling this line I am selling will prove a splendid investment for you. The customers that will come into your store during the next three months will take every ounce (or piece) of the goods I want you to order."

---

84 A.—"I HAVE UNDERTAKEN TOO MUCH ALREADY."

"Mr. Blank, if you don't undertake a good deal, you will never be able to accomplish a good deal.

"The best way to cover twenty miles is to set out with the determination to walk twenty miles. You'll never walk twenty miles if you set out to walk only five.

"The most successful storekeepers are those who take on big responsibilities—and then work hard to meet them. You can't sell goods unless you have them in stock. And if the new goods which you put into stock are good sellers, and

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bound to bring you trade, you are not undertaking too much when you handle them.

"These goods will help you work off your present stock. In addition you will make a good clean profit per week from this line itself, without hiring another clerk or paying anything more for rent, heat or other expenses."

85A.—YOU ARE TRYING TO OVERSTOCK ME."

"I am not trying to overstock you, Mr. Blank. I am trying to sell you an order of the size that I believe you can dispose of to advantage and with a good profit. It would be poor policy on my part to over sell you, because you would not give me any orders in the future. If you intend merely to stick these goods upon your shelves in an out-of-the-way corner, the smallest amount you would buy would be an overstock. But if you intend to push them, along the lines that you know so well, and that I have suggested—if you intend to use the same enterprise in moving them that you use in the conduct of the remainder of your business, you can easily dispose of them. If they were unsalable goods you ought not to take them at all, but they are not. They are the best we make, and if you give them half a chance to sell, they will bring you many customers, and you can turn them all over at a profit. That is why I want you to place a good order for them."

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85 B.—"YOU ARE TRYING TO OVER-STOCK ME."

"There are a dozen good reasons, Mr. Blank, why you should let that order stand. The first one is that we went over the ground very thoroughly before it was drawn up, and it represents the result of your deliberate best judgment, based on facts and figures.

"Now don't let your after-judgment spoil a good thing. You have a line there that you could sell out quickly at a profit.

"We have figured on an order that will not only sell itself but will bring people into your store because of the unusual attraction of the assortment and enable you to sell other goods.

"I want to sell my bill of goods, of course, but I want to place your stock for you so that it will not only make my line sell, but will gather other sales for you at the same time. People are not going to snap up this line, but they are going to be so well pleased that they will buy from your other stock."

---

85 C.—"YOU ARE TRYING TO OVER-STOCK ME."

"I should be sorry to do that, Mr. Blank, for a stock that is quickly cleaned up and a pleased customer are the best advertisements our house can have. Your own sales experience must be the

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guide in deciding whether you can dispose of this bill to advantage. We don't want to overstock you, but we do want you to carry stock enough to make an effective display; to carry all sizes, so as to enable you to meet all demands; and we want you to have a stock in which you will take sufficient interest to give it an important place in your advertising and do everything else in your power to make this department of your business a winner. An effective display and attractive advertising will make an astonishing difference in the amount you can sell. I want to sell you enough to make it worth your while to give our goods a fair show among the other attractions of your store. You see it is to our interest to have you get rid of them quickly and at a profit. It would not be to our interest any more than to yours, to sell you a great quantity of goods which you could not dispose of."

---

85 D.—"YOU ARE TRYING TO OVERSTOCK ME."

"Mr. Blank, on the other hand, you could safely take a much larger quantity of goods than I have asked you to buy. The amount of merchandise I advise you to order is really a minimum quantity for a store like this. Other dealers like you have taken far larger orders.

"You admit the merit of this merchandise, Mr. Blank. It will meet with a quick sale. Why

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shouldn't it? It is right up-to-date; it has splendid value, and looks its value; and it can be offered at attractive prices.

"Securing a line like this is equivalent to advertising for you. Every customer who buys this line will tell someone else in your town about it and so help increase your sales. You can't afford to cripple yourself by taking too small an order. What is more annoying or exasperating than to have a customer who wants to buy, ask for a certain size in the article and for you then to find that you haven't got that size, because you crippled yourself by placing only a small order.

"It's all right to be cautious, Mr. Blank; but it is also possible to lose money by failing to jump at a good thing when you see it.

"The size of your order should be determined by the size of the bargains offered—by the selling merit of this merchandise.

"If you were to stock up with twice the quantity I advise you to buy you would be acting wisely."

---

86 A.—"I MUST WORK OFF OTHER GOODS BEFORE I CAN PUT IN YOURS."

"There is no merchant in the country who has not had this experience, Mr. Blank. All of us make mistakes in our actions and policies at times, but we do not let this bar us from all action in the future. A man does not say because he

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went to a bad hotel for dinner that he would never eat any more dinners in the future. He would continue to eat just the same, but he would be more careful in picking the place where he was to dine. No man should allow one mistake to discourage him so that he will fear to move in the future. If you have bought wrongly once, you should not decline to buy again; you should make an increased effort to buy rightly the next time. Every new good line which you handle will help you to sell the old stock with which you are loaded up. In fact, the only way in which you can hope to dispose of the old stock is to buy new stock sufficiently attractive to bring customers into your store."

---

86 B.—"I MUST WORK OFF OTHER GOODS BEFORE I CAN PUT IN YOURS."

"Mr. Blank, allow me to say that you need my line now, because you would begin to sell it now, and every day you are without them is an actual loss to you in sales you might be making. If the other lines you have won't sell, these will. It means ready money to you.

"People want the latest goods, Mr. Blank, no matter how the storekeeper feels about it. It is useless for you to say to a customer, 'I'm very sorry I haven't got the latest goods in stock; I must work off these old goods before I can put in what you want.'

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"The trade demands right goods, Mr. Blank, and to be successful it is absolutely necessary that you should carry them.

"Let me show you what I've got, and you'll agree with me that you simply can't afford to be without this line."

---

87 A.—"I HAVE BEEN STUCK (OR LOADED UP) WITH THIS LINE BEFORE."

"Let me ask you frankly, Mr. Blank, was it the fault of the goods? May it not have been the fault of some of your employes? You may have been pushing some other line at the time and failed to give these goods the proper display and attention; so many thousands of other retailers are making money on them and disposing of them without difficulty, that it raises the question in my mind. It is not always the fault of the goods if a retailer fails to sell them. Proper methods will sell goods that have not been moved for months. There is no line that will sell without effort on the merchant's part—without display and attention. Did you put these goods forward, or did you neglect them for other lines? The mere fact that you had them in your store would not sell them unless you had your customers' attention called to them by the methods of your clerks, and by your displays. For instance, did you ever try a window display somewhat along

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this line? (Salesman should suggest proper display.) You know there is a class of men who go around the country visiting retailers and helping them to move lines of goods that have not sold. Sometimes one of these men is able to suggest plans to a retailer that will enable him to clear out in a month a lot of old stock that he has had for years. And if such methods will sell old stock that is often not of good quality, it proves that a little of the proper pushing would easily sell goods of such fine quality as ours. Mr. Charles W. Post, who makes a million dollars a year by the sale of his cereal coffee, once said that until he gave certain instructions to retailers in marketing his goods, they could not move them. That merely proved that proper methods were not used in showing the goods to the public—the same goods that are sold in such enormous quantities now. Is it not possible that your clerks did not push these goods properly? Now, for instance, suppose you adopted some such plan as the following in pushing them, they would have sold readily." (Salesman should suggest methods of display, etc.)

---

88 A.—"I WAS LOADED UP WITH A SIMILAR LINE ONCE."

"The fact that you could not sell a somewhat similar line of stock does not prove that you could not sell this one. 'Somewhat similar' does not

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mean 'the same.' All the manufacturers in any one line are making somewhat similar goods, but there are enough differences between them to make some salable while others are not salable. One concern kept a safety razor on the market for ten years without being able to sell any large quantity. Another concern got out a somewhat similar razor, with improvements, and sold a million in a very short time. The two razors were similar but they were not the same. All automobiles are somewhat similar but the differences between the various makes are sufficient to bring a big sale to certain machines and only a very small sale to others. There are enough points of superiority in our line over the line you handle to make all the difference in the world."

---

89 A.—"I LOST MONEY ON THIS LINE BEFORE."

"Then there must have been some special reason, Mr. Blank. The fact that 20,000 retailers all over the country are making money in handling this line proves beyond a doubt that there is plenty of profit in it if handled right.

"It may be that I can give you some suggestions in regard to moving it that will help you. I have to sell this line to you just as you have to sell it to some one else. The only way I can sell it to you is to demonstrate to you how you can sell it. I

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had difficulty in selling it to retailers at first, because I did not use right methods, although other salesmen were getting orders for it all around me. But now I understand the line. I know its good points, and can talk them. I know how it should be displayed. I know how I can sell it, and know how you can sell it.

"For instance, let me give you some suggestions: (Give specific pointers in regard to selling.)

"If you follow these suggestions you'll never lose any money in this line. You will move it off rapidly and clear a good profit."

---

90 A.—"I TRIED ADVERTISING AND FOUND IT DIDN'T PAY."

"There is not a successful firm in the country that has not, at some time or other, lost money through advertising. A house which recognizes to the full the benefits arising from good publicity, never loses faith because one piece of copy or one magazine doesn't pay. Perhaps a whole campaign may go wrong. When these things occur, it is taken for granted that the methods adopted have not been right. Some mistake has been made; the copy has been poor, or the medium ill chosen. Perhaps the time of year was inopportune. As soon as possible, the mistake is rectified, and then the firm goes on spending

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money freely in publicity, realizing a splendid ultimate profit from its use.

"It would hardly be fair, Mr. Blank, to condemn advertising merely because occasionally money is lost in it. You would not refuse to travel on a railroad train simply because a single wreck had occurred in the course of your experience. You would not refuse to employ help merely because you had failed to make a profit on a certain worker's services."

---

90 B.—"I TRIED ADVERTISING AND FOUND IT DIDN'T PAY."

"There is hardly one merchant in a thousand who found that advertising paid the first time he used it. But unless we are willing to test out our products and copy and profit by experience, we will never learn how to advertise rightly. A man who bought a typewriter for his own personal use would not find that the investment paid at first. He would make many mistakes in writing and not save any time for a week or so. It would not be right, however, for him to say that he had tried to typewrite his letters and had found it didn't pay. It certainly would pay if he kept on learning.

"A man might truthfully say that hardly any business on earth would pay the first week. We can learn only through testing things out. The

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first failures teach us what mistakes to avoid in the future.

"You know that there is a good profit in your business; but I am confident that you lost money at the very outset of your business—as all merchants do in getting started. Advertising pays a handsome profit; but like your own business, it's necessary to keep everlastingly at it to achieve success."

---

90 C.—"I TRIED ADVERTISING AND FOUND IT DIDN'T PAY."

"Mr. Blank, suppose a man started out to keep a store in a locality where a new store was badly needed, and found it 'didn't pay.' What would you think? You know that storekeeping does pay, rightly conducted; but that there is a right and a wrong way of doing things. You would conclude that this storekeeper in some way had been led into using wrong methods.

"The big retailers and mail-order merchants make advertising pay, Mr. Blank. In order to do so they have to devote much attention to it, however.

"Now, candidly, Mr. Blank, just how much attention did you give to your advertising? Who prepared the ads? In what papers did you place them?

"Poor advertising will never pay, Mr. Blank. Good advertising, well written, well illustrated,

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well printed, well placed—advertising that carries definite paying offers to the right people, will get results as sure as day follows night.

"The editor of a paper studies hard to get the right kind of news into his publication. He makes his copy interesting to read. To make advertising pay, you must do the same. Bargains interest people; your ability to save them money interests people. Wasn't there something wrong in the advertising that didn't pay?"

---

90 D.—"I TRIED ADVERTISING AND FOUND THAT IT DIDN'T PAY."

"Mr. Blank, there is nothing on the face of the earth that pays bigger dividends than the right kind of advertising, rightly placed.

"On the other hand, there is no bigger sinkhole for money than the wrong kind of advertising placed in the wrong medium.

"The best proof that good advertising pays is the fact that the biggest fortunes made in the retail business have been built up by the free use of publicity. All the big department stores are heavy and constant advertisers.

"If your advertising hasn't paid, it is certain that there has been something wrong with the advertising.

"It may be that your advertising was good, but that you did not keep at it long enough. Often it

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takes a number of advertisements in succession to get an effect. If you had a locomotive pulling a number of freight cars up a steep grade and you should undo the coupling before the top of the grade had been reached, the cars would slip back. You would have to keep pushing until you reached the top. Stopping would make you lose all you had gained.

"Keep everlastingly at it is the secret of advertising success."

---

91 A.—"IT DOESN'T PAY TO ADVERTISE."

"Mr. Blank, have you ever watched a band going down the main street of a city and noted how much attention it drew? You have thought that if you could only get the people to notice your store with as much interest, you could do a large volume of business.

"What the band is to the people in the street, good advertising is to the general public. It attracts attention. If your offers are interesting enough you make sales. The fact that advertising does pay is demonstrated a thousand times a day. Pick up any newspaper, magazine or publication and you'll see pages on pages of advertising that pays month in and month out. The biggest fortunes in business have been made largely through advertising.

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"People read the newspapers to find what merchants are offering. The buying public resolves what to buy largely on the strength of printed descriptions of merchandise in papers and magazines.

"No man can escape from advertising in some degree. The mere fact that you display goods in the window proves that you believe in advertising. You have business cards printed which you hand out to your customers. That's another type of advertising. You like one man to pass your card to another and say 'Here's Blank's card. He sells mighty good merchandise. Try him.' You put your name on your wrapping paper. That's more advertising. Mr. Blank, you really do believe in advertising, after all, despite your statement.

"The great difference between your present advertising and using newspaper or magazine space is this: Instead of talking to one person at a time, or a few at most, you will talk to many thousands.

"Of course you have to keep at it. No good business house was built in a day. If you hired a high salaried employe, he wouldn't guarantee to perform wonders for you in a week or a month; he would ask you to have faith in his ability because of his past record, and give him a fair amount of time to show how much benefit he could be to your business.

"It's just the same with advertising. Good

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publicity has a record that can't be scoffed at. It will certainly pay you to employ such publicity in your business."

---

91 B.—"IT DOESN'T PAY TO ADVERTISE."

"Mr. Blank, it pays to advertise just as much as it pays to employ a stenographer in a business, or to take the train if you want to go from Chicago to New York, instead of walking. Modern conditions demand publicity.

"How many giant concerns in the country can you name that have made a success without publicity?

"What soaps does the ordinary man or woman buy? Those that are advertised. In every line the goods that are the most widely advertised have the biggest sales. The dealer who advertises most will get most business—if he uses good advertising and good mediums. This follows as surely as day follows night. People think first of his name and distrust the storekeeper who doesn't advertise.

"It takes you perhaps fifteen minutes to make a sale. You can talk to 10,000 people through the medium of the newspaper just as easily as you can talk to one in the store. You make one sale through talking to a customer for fifteen minutes. You can make a hundred sales by

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spending fifteen minutes in writing the right kind of an advertisement."

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91 C.—"IT DOESN'T PAY TO ADVERTISE."

"Employing advertising is something like hiring a first-class salesman, whose salary should gradually diminish instead of advancing. If you could contract with a high-grade salesman to work for you at $40 for three months, $20 for the next three months, and for the remainder of a year $10 per week, you would only be paying that man about $1,000 per year.

"Advertising is such a salesman. Its initial cost is large, but as your name gets known and people acquire confidence in you, its cost diminishes to the point that you make a large profit on your investment.

"Mr. Blank, for how long did you try advertising? Did you keep it up with regularity and persistence, or just try it out once or twice and then stop?

"When a big wholesale company first starts out advertising a new product it never expects advertising to pay for itself the first month it is used. It takes time to educate the public.

"Advertising is education. It means getting people to think the same way as you think; but you won't get results in a minute, or in a week

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generally. Of course on a special sale or a mail order proposition you can tell in a very short time whether your ad has pulled; but in trying to win the trade of the community away from ordinary channels, it takes time to accomplish your end."

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92 A.—"YOU WILL TALK ME INTO BUYING. YOU ARE TOO CLEVER."

"If you mean by clever that I know my goods and their merits and can explain them clearly, I hope I deserve the name. But if you mean that I am tricky or trying to trap you in any way, or tell you anything that is not true, you are doing me an injustice. It is my business to sell goods; our article has certain merits; that's why our firm is putting it out; I am employed to explain those merits, make them as plain as my ability will permit, and that is what I am endeavoring to do with you. What you call my cleverness is really the merit of my goods. It doesn't take cleverness to make an impression with such a line or article as mine. All it takes is the capacity to appreciate the advantages of the product or line, and the common sense ability to set them forth clearly. I am glad to be selling an article that is so valuable that a customer thinks I am clever when I am simply plainly setting forth its merits."

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92 B.—"YOU WILL TALK ME INTO BUYING. YOU ARE TOO CLEVER."

"Mr. Blank, if you do not see plainly right here and now that it will be to your advantage to buy, I don't want you to buy. I will pack my grip and leave you. Put yourself in my place for a moment. Suppose a man came into your store and asked for a watch, and you brought out the best watch in your store—a watch absolutely guaranteed to you by its makers—the best watch on the market. Suppose you knew from long years in dealing in it of its hundred points of superiority. Suppose you started to explain these points, and your customer said, 'You are too clever; you will talk me into buying.' Would you feel that you had been clever? Wouldn't you know that you had been merely stating the merits of that watch —that you had been asserting only what you absolutely knew to be true?

"Mr. Blank, you would feel exactly as I feel now. I am not displaying any cleverness. I am merely stating to you the good points of this line. Here is a circular in which you will find every one of my assertions printed. I will leave this circular with you, and give you a written agreement that if every assertion in it is not true I will pay you a forfeit.

"I know that it will pay you to handle my line. I know it is the best line on the market. That is why I can speak so strongly about it."

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92 C.—"YOU WILL TALK ME INTO BUYING. YOU ARE TOO CLEVER FOR ME."

"Mr. Blank, suppose you sent a man out to sell goods yourself; wouldn't you expect him to make sales, provided the line was absolutely first-class and prices right? The better the line you gave this man, the better sales you would expect him to make. You would say to him, 'There will be no excuse for your coming back here without orders, when you have a line like this to sell.'

"You would expect him to talk strongly to customers, because you would know that any customer who bought the line would be absolutely satisfied with it. You would not be afraid to let your salesmen use strong arguments, because you would know that the goods would come fully up to every assertion he made.

"I am in that position with you; I am making strong statements about these goods, but I know that every statement is absolutely true.

"I would not urge you to buy this line if I did not know that you would be glad afterwards that you had put it in. I could not afford to urge you, otherwise, because I am after your repeat orders. Any order you may give to me to-day will be small in comparison to the business I hope to get from you in the future. Therefore, I would not urge you to do anything that you would regret to-morrow."

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92 D.—"YOU WILL TALK ME INTO BUYING. YOU ARE TOO CLEVER FOR ME."

"Do not think for a minute, Mr. Blank, that I wish to 'talk you into buying' and so make you an unwilling customer. Our house is doing business not for to-day alone but for the future as well. In order to get your future trade I must use you right in this transaction. That is your guarantee that you will not be urged to buy where you do not need to buy or where it is not to the mutual interest of yourself and the firm I represent.

"Talk you into buying, Mr. Blank? Not in these days of education and ability in the trade. You are a man who owes his success to the fact that you have been able in the past to do your own buying and not pack up with everything that comes along simply because someone wanted you to buy.

"There is a saying among business men, Mr. Blank, that there are three ways of taking on a stock of goods: The dealer can send in an order to the house and have them fill it at their discretion; he can take the traveling man's say-so; or he can buy at his own discretion. I have been watching your business pretty closely. You have been doing your own buying—doing some good buying, too, and you are not going to let the house or the traveling man stock you up. Let's look over the samples.

"Granted that I could talk you into buying,

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Mr. Blank, against your better judgment, how would I be any better off? I have made this territory for several years and expect to make it for several more. Do you think that I want to be associated in your mind with a bill of goods which you didn't want to buy and on which you didn't make good? No resentment would reach quite so far as the resentment a successful dealer like yourself would have for the salesman who would try to 'unload upon him.' "

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93 A.—"SEND ME A WRITTEN PROPOSITION."

"Mr. Blank, I am sent here by my firm with full power to treat with you personally. Our house prefers to have its orders come through its salesmen—then there is no possibility of a misunderstanding. We do not sell goods by mail. We find that the salesman on the ground is better able to present the proposition and to clear up all questions in regard to it. My concern cannot write you anything that I have not said to you. They can make you no proposition that I have not made you. They can make no adjustment with you that I cannot make with you. A written proposition from my firm would offer you no advantage that I cannot offer you right here now. If you wish to have a written statement of the proposition I have made you, I will sit right down here now and

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write it out. But my concern sent me down here to get your decision, and I would not be following my orders if I turned this transaction over to them to be carried on by correspondence."

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93 B.—"SEND ME A WRITTEN PROPOSITION."

"Mr. Blank, I will sit right down here now and make out a written proposition. I will put down on paper, if you wish, every point that I have made to you in talk. You are in a better position to decide this matter today than you ever will be again, because you have all the facts in your mind. In a few days from now you will have forgotten them. You will be taken up with other things. You may let this opportunity pass then, not because it is not a good opportunity, but because other matters will be pressing upon your attention."

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93 C.—"SEND ME A WRITTEN PROPOSITION."

"Certainly, Mr. Brown, I appreciate the fact that you like to have things down in black and white; and as we have been talking, I have been making for you, as you see, written notes of this transaction, showing you what our goods are, exactly what we claim under our guarantee, and,

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in fact, all details that affect the transaction in any way. The statements I have made you seem stronger in writing than they do when spoken; and for this reason, if for no other, I am pleased to submit them to you. There they are, there they lay, only waiting for your approval. Each of those facts is a friend, only waiting for your signature to do you an actual service."

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94 A.—"YOU CLAIM TOO MUCH."

"Mr. Brown, I realize that my statements are strong. They may seem hard to you to believe them all. I have observed in my talk to you the rule of the house, which is not to make statements about our product any stronger than the truth. You know the phrenologist feels the bumps on a man's head, and of some of the characteristics shown says 'cultivate' and of others 'restrain.' The latter is what we have to do. We have to 'restrain,' as we do not wish to make any statement that can be open to question, or considered as an exaggeration.

"If you and I had never seen the wireless telegraph work and knew nothing about it when we saw an operator sending a message from a station in the United States across the Atlantic to England, and were to ask him about the workings of the process, and he was to tell us that he was able to send a message from one point to the other

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without wires or any intervening connection at all, we would both be a little skeptical, don't you think? And yet that demonstrator would be confining himself to the facts. If he were to go on further and say that he was able to talk to a ship from the time it left the port until it reached its destination—the ship all the while being on the ocean—we would be a little more skeptical, don't you think? Yet again he'd be telling the truth.

"When we stop and think of the things that are done, strong claims don't seem so foolish or impossible. My claims have not been exaggerated. I might have said a great deal more about my product and still kept within the bounds of truth."

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95 A.—"YOU ARE LOOKING OUT FOR YOUR OWN INTERESTS AND YOUR FIRM'S —NOT MINE."

"The only way I can promote my own interests is to promote the interests of my house, and the only way I can promote the interests of my house is to promote the interests of its customers. If I am guilty of any degree of unfair treatment to you, you will never buy from me again. Furthermore you will write in and complain to my firm, and I'll be in immediate danger of losing my position. Let me show you a little card bearing the imprint of our firm, which is sent out to all of its

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salesmen. You see what the general manager says to us:

"'You represent our concern in your territory. You have the guardianship of our good name and reputation. The idea that merchants will have of our concern depends upon the way in which you conduct yourself and the treatment you give them. See that you are a worthy representative and that you serve every customer's interests as faithfully as it is the policy and the constant effort of this concern to serve their interests.'

"When the salesmanager sent us salesmen that card, he meant business. It is our constant aim to serve our customers. Notice what is printed on the reverse side of the card:

"'No firm can be successful in these progressive times unless it gives its customers the kind of service that satisfies them. Service is the basis of trade. Marshall Field was one of the greatest merchants of his time because he served the people on whom he depended for trade more efficiently and more satisfactorily than other merchants knew how to do. Service is our only excuse for living. Service is success. Theodore Roosevelt is one of the greatest men this country has ever produced because he has given superb service to the people. And so it goes—every man and every business concern is successful in proportion to the quality of service given to the people served. The concern that takes the best care of its customers is the one that sells the most goods, and the sales-

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man who serves his customers most faithfully is the man who gets the most orders.'

"These are the instructions we received from our home office, Mr. Blank. Our concern follows this policy, not from any high idealism, but because it is simple common sense. It is the only way in which the concern can make money. I am bound to look out for your interests, because in that way I can best look out for my own interests and the interests of my concern."

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95 B.—"YOU ARE LOOKING OUT FOR YOUR OWN INTERESTS AND YOUR FIRM'S —NOT MINE."

"Mr. Blank, in running this store can you not at the same time look out for your own interests and those of your customers, without injustice to either?

"It would not pay you to take the slightest advantage of your customers, because they would buy no more goods from you. It would no more pay us to disregard your interests than it would pay you to treat your customers unfairly.

"Suppose I made some misrepresentation to you. What would I gain by it? If my goods, when they arrive, are not what I represented, you can ship them back to me. There would not be any profit in the sale for me, for the sale would not stand, and you would never make any future pur-

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chases. There cannot possibly be any future profit that we could gain from this visit. My whole success with you will depend upon my winning your confidence by the satisfaction I shall give you as the result of your first order. I would be a fool to stand in the way of my own interests and those of my house. I would not deserve the name of salesman, and could not hold a job as a salesman, if I failed to make every effort in my power to give you absolute satisfaction."

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96 A.—"YOU ARE WORKING MERELY FOR YOUR OWN GOOD."

"Mr. Blank, would you like to deal with a wholesale house that did not have a due regard for its own interests. The firm that cannot protect its own interests is not able to look out for its customers' interests either.

"But, Mr. Blank, your interests and my firm's interests are identical. If you can't sell our goods at a good profit and with satisfaction to yourself we can't sell you. The real critic we both have to please is the public. If my firm's goods, prices and terms do not enable you to build trade we get no more business from you in the future. But the splendid record of our house—its reputation—for giving satisfaction to the retailer, and through him to his customers is established beyond all question.

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"More than 50 per cent of our accounts consist of orders from retailers that began with us when they were small. Had we not made their interests our interests many of them would not be alive and prosperous to-day.

"You will receive the same consideration from us. We are as anxious for your success as you are yourself. It is to our interest to sell you the right class of goods. You cannot look at these samples and deny that these goods are right in every way.

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97 A.—"IT IS YOUR BUSINESS TO SELL, AND, OF COURSE, YOU WILL TRY TO SELL ME."

"Yes, Mr. Brown, we are both salesmen. You are more of a salesman than I am—a better one, too, I take it, for you are employing salesmen, not only selling yourself, but hiring others to sell for you, while as yet I am but an employe. Now, speaking as salesmen together, we both know that there is nothing whatever in it for a salesman to load up the steady customer with a line of goods that he cannot handle to advantage. If you sold Mr. Smith over here who keeps the hotel 25 bushels of potatoes when he needed but half a dozen, and the remainder were to rot on him, you might be ahead for a short time on the transaction, but eventually you would lose. That's just where we stand."

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98 A.—"YOUR HOUSE IS TOO BIG FOR MY SMALL PATRONAGE TO RECEIVE PROPER ATTENTION."

"Think for a moment, Mr. Blank, how our concern became so big. What do you mean by big? That we do an enormous amount of business; that an enormous number of merchants deal with us? Well, how did we get those merchants to deal with us? How did we induce them to continue to deal with us? We gave them satisfactory service. We looked out for their interests. We adjusted their complaints with the utmost painstaking and liberality. We could not afford for a moment to lose our dealers or customers by neglecting any of them. In ten seconds' time a man can fall from a height that it has taken him a long, long time to climb. And we could lose half our enormous business in a few months or weeks if we did not continue to give our customers satisfactory service. We are far better organized to do this than a small concern. Where a smaller concern has one man attending to a number of things, we have one man for each separate thing, or one department devoted exclusively to looking out for that branch of the work. Methods that we have worked out for taking care of customers are the result of years of experience. We have reduced this work to a system. We have the men, the capital and the long experience that enables us to do this bet-

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ter than any small concern could. Do not forget that the reason for our great size is the very thing you are afraid you will not get from us—good service to customers—and the minute we allowed that service to deteriorate we would lose a host of customers. You cannot fail to be satisfied if you come with us."

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98 B.—"YOUR HOUSE IS TOO BIG FOR MY SMALL PATRONAGE TO RECEIVE PROPER ATTENTION."

"Mr. Blank, what makes up the great volume of business of street car and express companies and railroads? Is it not the patronage of thousands of individuals each of whom contributes only a little business? Every big business is merely an aggregate made up of a great number of small parts. It is so with us, at least.

"We didn't start with a few big customers, Mr. Blank, and we do not intend to end with a few. The small buyer has always been the backbone of our business. We could do without our few heavy customers and survive. Without the thousands of small buyers we would fail in thirty days.

"Mr. Blank, our whole organization is planned and conducted to serve such houses as yours. Our prices are right, our goods are right. You admit all this. Well, our service is right, too, and a trial will prove it."

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